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Department of the Army

ARMY RD&A

JULY - AUGUST 1996

Customer Support Concept

Naval Postgraduate School

Personnel Proponency

Centralized Management

Army Acquisition (Corps Eligible) Program

Competitive Development Group

Career Development As A Mission

ACQUISITION CAREER MANAGEMENT

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From The
Army Acquisition Executive...

ARMY ACQUISITION WORKFORCE LEADS THE WAY



With this issue devoted to acquisition career management, I'd like to take this opportunity to thank the Army acquisition workforce for their hard work and dedicated efforts to create efficiency and economy in weapon systems development. We, in America's Army, have led the way in shaping a new acquisition environment. We have had major successes, including:

- Substituting performance specifications in our procurements for detailed, "how-to" military specifications.
- Eliminating boiler plate in the terms and conditions section of our Requests for Proposals and contracts, except for those minimum essential required clauses.
- Vastly streamlined oversight.
- Adopting a teamwork philosophy using integrated product team management.
- Shifting to real emphasis on best value procurements.

While I applaud your efforts, I also challenge you to do better. I ask you to continually examine how we do business, and how we could do it better. Successful acquisition reform must become a part of the Army culture.

Today's Army is the premier land force in the world. Our soldiers operate with great skill and precision the most sophisticated weaponry on earth. It is a legacy we must protect.

In order to maintain this worldwide land force dominance, I have often stated that today's modernization is tomorrow's readiness. We must become the Army's "futurists" in vision, while keeping our feet solidly on the ground with sound business practices. Despite restructuring of the force and declining Defense dollars, we must ensure that the soldier of tomorrow is as well-equipped as the soldier of today. More than ever before, we will need innovation, leadership, and a willingness to relentlessly push for more implementation of acquisition reform to keep our soldiers equipped with world class weaponry—when tomorrow's readiness becomes a reality.

America's Army is absolutely critical to our national security. Since the fall of the Berlin Wall in 1989, the United States has committed forces in response to crises nearly 40 times. In each deployment, ranging from Operation Desert Storm to Rwanda to Bosnia, the vast majority of military personnel deployed were ground forces. In some cases, ground forces comprised more than 90 percent of the total force. It is clear that in today's world, America's Army is the force of choice.

To successfully acquire materiel and weapon systems to meet military requirements now and in the future, Congress created the Acquisition Corps within the Department of Defense. Additionally, the Defense Acquisition Workforce Improvement Act (DAWIA) was enacted in FY 91 to improve the overall effectiveness and professionalism of military and civilian personnel charged with management and administration of Defense acquisition programs. In an effort to improve the way the Army is managing its acquisition workforce and to move further towards implementation of the intent of DAWIA, the Army initiated a reengineering effort for the Army Acquisition Corps (AAC) this year. As a result of this effort, a strategic vision has been defined for the AAC that will forge the foundation for all policies and initiatives impacting the acquisition workforce.

The AAC vision of a ***"small, premier professional corps of acquisition leaders willing to serve where needed and committed to developing, integrating, acquiring and fielding systems critical to decisive victory for the 21st century"*** talks to the goals of developing the Army's top performers and then challenging them with our most demanding jobs. These are the leaders we must develop early on in their careers in order to insure that they possess the requisite experience and skills to successfully manage the acquisition challenges of the 21st century. Their education, training and career development are of enormous importance to our mission.

The future is full of exciting challenges and opportunities. An individual with fresh ideas and creative solutions can make major contributions to Army acquisition. Innovation, leadership, and determination are important. I urge each of you to live by one of President John F. Kennedy's core beliefs—that one person can make a difference, and everyone should try.

Gilbert F. Decker

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JULY-AUGUST 1996
PB 70-96-4

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COVER

This issue focuses on some of the new and ongoing initiatives to enhance the career development of the Army's acquisition professionals. Included are articles on Centralized Management, the Corps Eligible Program, and the new Customer Support Concept.

CAREER DEVELOPMENT AS A MISSION

By Diane M. Schaule,
COL Edward A. Cerutti
and Karen Walker

Editor's Note: This is one of a series of articles that describes the Army's long term initiatives to improve the management and development of our acquisition workforce. These initiatives are the outgrowth of a multi-disciplinary process action team (PAT) chartered by Keith Charles, Deputy Director for Acquisition Career Management. The first article was published in the January-February 1996 issue of Army RD&A magazine.

The strategic vision for the Army Acquisition Corps sets the foundation for the development of the acquisition workforce. The vision (Figure 1) focuses on "a small premier professional corps of acquisition leaders..." It is those leaders who we must develop early in their careers to insure that they possess the requisite experience and skills to successfully manage the acquisition challenges of the 21st century.

Accompanying the vision is a set of corps member responsibilities (Figure 2). These responsibilities focus on service, participation in a comprehensive career program, and individual responsibilities. The latter indicates that a corps member is "responsible for possessing functional, leadership and managerial skills essential to achieving the highest standards of excellence and ethics in acquisition."

It is the joint responsibility of the director for acquisition career management, the Civilian Acquisition Management Branch at the Total Army Personnel Command, and the functional career program managers to provide the structure and execute the programs to develop the workforce as a whole. However, it is our acquisition organizations and individuals who are ultimately responsible for their own career development.

Toward that end, Gilbert F. Decker, the Assistant Secretary of the Army (Research, Development and Acquisition) and Sara E. Lister, Assistant Secretary of the Army (Manpower and Reserve Affairs) have jointly signed a policy memorandum to the acquisition workforce entitled "Career Development as a Mission," shown on pages 4 and 5. This memorandum is key to orchestrating a cultural change in the Army to alter the way in which education, training and career development opportunities are currently viewed.

The memorandum establishes the requirement for each organization to insure that individual career development activities such as training, education, and developmental opportunities become a part of the organization's stated mission. This means that organizations are expected to plan for and release acquisition workforce employees to participate in these career development activities. To emphasize the importance of this requirement, the memorandum links employee career development to performance objectives on both the military and civilian performance management systems. Military supervisors of acquisition workforce members will have their subordinates' career development as a performance objective in their Officer Evaluation Report (OER) Support Form. Likewise, civilian supervisors will be assessed on this objective and the results shown on their Total Army Performance Evaluation System (TAPES) evaluation.

Policy Memorandum 96-01 also estab-

THE ARMY ACQUISITION CORPS VISION ...

A Small Premier Professional Corps of Acquisition Leaders Willing to Serve Where Needed and Committed to Developing, Integrating, Acquiring and Fielding Systems Critical to Decisive Victory ... for the 21st Century.

... ONE INTEGRATED CORPS

Figure 1.

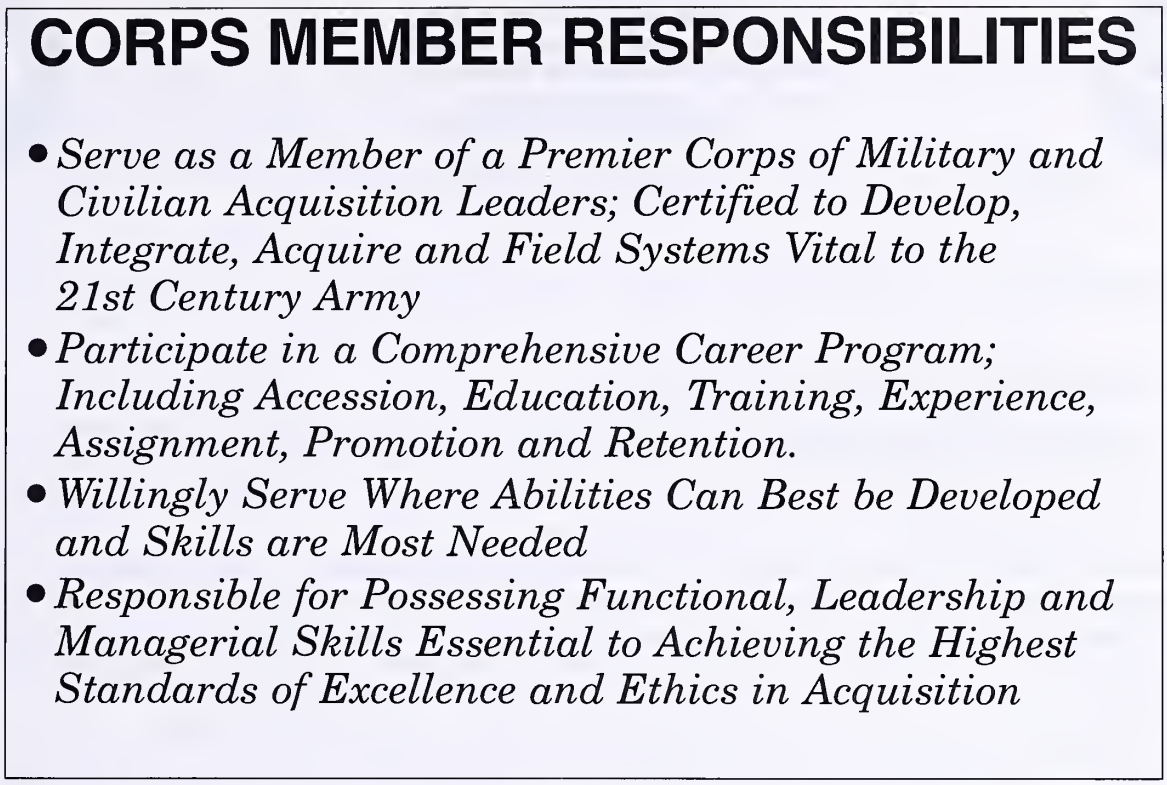


Figure 2.

Quality achievement factors, which provide a framework for individual preparation for assumption of leadership positions within the Army Acquisition Corps are the foundation upon which to develop the individual development plan.

lishes the requirement that each civilian member of the Army acquisition workforce have a five-year individual development plan (IDP). The IDP defines the needs of the employee in three major components of career development: training, education, and experience. It identifies both short- and long-term career objectives and should be completed to coincide with the TAPES appraisal rating period. The IDP form and implementing instructions will be distributed to the field in the near future.

Quality achievement factors (QAFs), which provide a framework for individual preparation for assumption of leadership positions within the AAC, are the foundation upon which to develop the IDP. The QAFs, in conjunction with the functional Army Civilian Training and Education Development System, form a road map which a workforce member can utilize for self-development.

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REPLY TO
ATTENTION OF

April 1, 1996

SARD-ZAC

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum No. 96-01, Career Development as a Mission

The Defense Acquisition Workforce Improvement Act (DAWIA), enacted as part of the FY91 Defense Authorization Act, focused heavily on a systematic approach to professionalize the Army Acquisition Workforce (AAW). DAWIA addresses specific requirements for work assignments, experience, education and training. Within the Army, the Director of Acquisition Career Management (DACM) is responsible, by law, for implementation of AAW education, training and career development. The DACM's implementation strategy includes high quality education, training and other career broadening programs to enhance the AAW's technical competencies and leadership skills.

Toward that end, a major challenge for today's Army is to focus on integrating military and civilian AAW employee education, training and career development into the mission of the organization. Organizations will derive great benefit from helping people achieve their potential through these means, particularly as the Army downsizes the force.

Commanders and managers at all levels must possess a clear understanding of their roles and responsibilities in AAW education, training and career development. These activities for acquisition workforce personnel must become a part of the organization's stated mission. Organizations are expected to plan for and release AAW personnel for mandatory and other training, education, and developmental opportunities which will enable them to better accomplish the Army's mission.

Military acquisition career development is covered under DA Pamphlet 600-3, Commissioned Officer Professional Development and Utilization. Military supervisors who manage AAW members will have, as part of their Officer Evaluation Report (OER) Support Form, a major performance objective for members' career development. Military career development initiatives will be worked in conjunction with the applicable policies established under this memorandum.

For civilians, the vehicle to achieve a systematic approach to career development is the Individual Development Plan (IDP). DoD 5000.52-M, Acquisition Career Development Program, mandates an IDP for each civilian AAW member, as a minimum, through certification at Level III. This memorandum establishes Army policy which requires each civilian AAW member to have a five-year IDP, which must be updated annually. A suggested IDP format and guidance for completing the form will be forthcoming.

Upon publication of the IDP format and guidance, supervisors and managers of civilian AAW members will include IDP development and support to the member in accomplishing planned activities under the overall objective of Organizational Management and Leadership in the Senior System, and Supervision and Leadership Responsibility in the Base System. Their accomplishments in this area will be assessed and the results reflected on their Total Army Performance Evaluation System evaluation report. Likewise, non-supervisory civilian AAW members will be rated on their professional development objectives.

It is vitally important that the Army culture view education, training, and career development as part of the organization's mission. As the 21st century swiftly approaches, a highly qualified AAW is essential to meet the demands for personnel with highly technical skills and strong leadership abilities. The senior acquisition and personnel leadership in this Headquarters are committed to establishing a partnership to ensure that education, training, and career development as a mission is communicated and practiced throughout the Army for the AAW.

We are dedicated and committed to working within the Army system to ensure that our AAW members possess technical, leadership, and managerial skills, second to none, in the Department of Defense. We look forward to working with you in this team effort. Please give this memorandum widest dissemination to AAW members and their civilian and military supervisors.

Gilbert F. Decker
Assistant Secretary of the Army
(Research, Development & Acquisition)

Sara E. Lister
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

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CENTRALIZED MANAGEMENT IN THE ARMY ACQUISITION CORPS

By Dick Childress
and COL Edward Cerutti

Centralized management is the cornerstone of the Army's ongoing effort to reengineer the civilian component of the Army Acquisition Corps. What does it mean for you?

Why centralized management?

The Defense Acquisition Workforce Improvement Act (DAWIA) is aimed at improving the overall effectiveness and professionalism of military and civilian personnel charged with the management and administration of Defense acquisition programs. DAWIA's focus on the acquisition workforce includes recognizing acquisition as a professional career field; improving the education, training and experience levels of acquisition professionals; establishing a career management structure in the Department of Defense; and establishing programs to assist acquisition personnel in their professional development.

The Army Acquisition Corps' (AAC's) strategic vision for a *"small, premier, professional corps of acquisition leaders willing to serve where needed and committed to developing, integrating, acquiring and fielding systems critical to decisive victory for the 21st century"* is designed to achieve the true intent of DAWIA by developing the Army's top performers and then challenging them with its most demanding jobs.

DAWIA further states that "The Secretary of Defense shall ensure that the policies established under this chapter are designed to provide for the selection of the best qualified individual for a position..." To make this goal a reality, civilian personnel files must be comparable to those of military officers. To that end, *the cornerstone of ongoing efforts to reengineer the civilian component of the AAC is the central management of the civilian acquisition workforce—analogous to a large extent to what we do today for military acquisition personnel in terms of central acquisition career file development, education and training, and facilitation of career broadening assignments.*

What does centralized management really mean for civilian personnel?

The objective of the centralized career management program is to facilitate the career and leadership development of AAC members. Centrally managed career development will consist of an interactive relationship between the Corps member and the functional acquisition specialists (FASs) using clearly established career paths as well as integrated training and education and information from Individual Development Plans (IDPs).

Each member of the AAC remains responsible for his or her own career development; the FASs will simply facilitate acquisition personnel actions and insure all required data is correct.

Will the central management program be based on positions or personnel?

Initially, central management will focus on a subset of AAC members in the program executive office/program management (PEO/PM) organizations. Additionally, a small number of GS-13s, who will be centrally board selected for a Competitive Development Group (see article on page 22 of this

Acquisition Corps Quality Achievement Factors

MINIMUMS TO BE COMPETITIVE:

- OPM Criteria for series and grade
- DAWIA Certification at the lower grade from which considered

QUALITY ACHIEVEMENT FACTORS TO BE USED IN SELECTION PROCESSES:

TO GRADE:	CERTIFICATION LEVEL	EDUCATION	EXPERIENCE	TRAINING
GS 14	III in primary Acquisition Career Field (ACF) II in second ACF	BA/BS + 18 Graduate Semester hours Army Management Staff College OR Command & General Staff College OR equivalent	Experience in Leadership or Management Operational/field level assignment * 2 MACOM/MSC/OSD/Joint Service assignments** HQDA assignment	Management leadership courses completed, e.g., Organizational Leadership for Executives (OLE), Personnel Management for Executives (PME), etc. Continuing self-development training ***
GS 15	III in primary ACF III in second ACF	MA/MS/MBA/MPA or equivalent Continuing Education credits	Supervisory, e.g., Division Chief experience Operational/field level assignment * 2 MACOM/MSC/OSD/Joint Service assignments** HQDA assignment	Executive Career Development courses, e.g., Federal Executive Institute, Brookings, Harvard, Personnel Management for Executives II, etc. Continuing self-development training***
SES	III in primary ACF III in second ACF III in third ACF	MA/MS/MBA/MPA + Continuing Education credits Senior Service College	Supervisory e.g., Director experience 3 MACOM/MSC/Joint Service assignments** HQDA/OSD assignment	Executive Career Development courses, e.g., Federal Executive Institute, Brookings Harvard, etc. Continuing self-development training***

* Operational/Field Level assignments include assignment to or in support of PM/PEO Offices, TRADOC System Management Offices, etc.
** Joint Service assignments include acquisition positions in other DoD and Federal agencies, as well as industry. Also included are assignments/details normally lasting 6-12 months to Source Selection Evaluation Boards and MACOM/HQDA Study Teams, "Tiger Teams," and special projects. Assignments in PEO Offices equate to MACOM assignments.
*** Self-development training includes professional seminars, refresher courses, professional certificate programs, etc.

magazine), will be centrally managed throughout their training. Finally, all individuals selected for Senior Service Colleges or long-term training will be managed during their schooling and through their first post-utilization assignment.

There will be approximately 800 individuals who will be included in this pilot program. As the central management processes and procedures are refined, central management will be extended to a larger number of acquisition organizations and AAC members.

What developmental model will be used for the central management of personnel?

Our goal is to prepare a new generation of acquisition leaders for the Army. Quality Achievement Factors (QAFs) (see accompanying chart), in conjunction with the various Army Civilian Training and Education Development System (ACTEDS) plans, will form a road map for the development (to include education, training and experience, and self-development) required for civilians to prepare themselves to assume leadership positions within the AAC. The QAFs are also the foundation upon which each civilian member of the Army acquisition workforce (AAW) will develop a five-year IDP in conjunction with their supervisor as required by AAC Policy Memorandum 96-01, Career Development as a Mission (see related article on page 2 of this magazine). These QAFs, as well as background experience and manner of performance, will play a role in determining the best qualified AAC members for promotions, developmental assignments, and long-term training opportunities.

How will centrally managed positions be filled?

PEOs and deputy PEOs (General officer/Senior Executive Service-level) will be selected through a central Department of the Army (DA) panel. It is anticipated that PM, and, potentially, deputy PM positions will be made through a DA central board selection process. A central referral process, in which a best qualified list will be provided to local management for selection, will be piloted in the centrally managed PEO structure in FY 97. It is envisioned that the criteria for selection under this system will be based on QAFs, experience, performance and potential evaluations.

The functional acquisition specialists at

The objective of the centralized career management program is to facilitate the career and leadership development of Army Acquisition Corps members.

In this new challenging business environment, the Army Acquisition Corps must possess highly trained individuals who can serve as leaders in a wide variety of circumstances.

the U.S. Total Army Personnel Command (PERSCOM) will facilitate the coordination of lateral rotational assignments, job swaps and developmental assignments. Costs for centrally managed personnel accepting opportunities away from home station, such as moving expenses and relocation incentives, will be centrally funded. Reassignments of individuals will open their positions for back fill. This domino effect opens many opportunities for individuals to obtain the experience they desire and require.

Who will be responsible for central management?

The director for acquisition career management's (DACM) goal is to establish a *single* management structure to oversee, direct and administer the central management of military and civilian members of the AAC. To that end, military *and civilian* functional acquisition specialists will jointly administer the AAC's central management program at PERSCOM. The Civilian Acquisition Career Management Branch (CAMB) at PERSCOM will be staffed with civilian functional acquisition specialists (FAS) to facilitate the central management of the civilian workforce much as military assignment officers do at the Military Acquisition Career Management Branch (MAMB) at PERSCOM.

Functional acquisition specialists have been selected from the workforce and represent a variety of acquisition career fields. (See page 9 for a list of recently selected functional acquisition specialists.) They will be the agents who will communicate with the centrally managed members of the AAC and the AAW to facilitate their career development. The FASs at CAMB will maintain complete and accurate data; provide knowledgeable responses to queries regarding career development; operate post-utilization assignment processes; determine the progress of the Competitive Development Group during their three-year program; compare updated files of centrally managed AAC members with approved quality achievement factors; make periodic contacts with all centrally managed AAC members to advise them on available career enhancement opportunities; and schedule centrally managed AAC members for appropriate training, education, and rotational assignments.

Is mobility a prerequisite for centralized management?

No! Mobility is not a prerequisite for centralized management.

However, mobility is an essential prerequisite for effective professional development. Mobility is defined as the reassignment of an AAC member for the purpose of advancement or career broadening that may or may not require geographic relocation. Reasonably mobile employees benefit from diverse job experiences and exposure to new and varied challenges. In this new challenging business environment, the AAC must possess highly trained individuals who can serve as leaders in a wide variety of circumstances.

Centrally managed members of the AAC will be provided the opportunity to make their assignment preferences known. FASs, at PERSCOM, will work with those individuals to provide them with new assignment options.

If I am selected for long-term training or other career broadening experiences, will I return to my old job?

Ideally, upon completion of training, developmental opportunity or special assignment (short-term work experience needed by the individual), the employee should be placed in a position in which he or she will utilize their newly acquired knowledge and skills. This may dictate that the individual not return to his or her original position or organization. As part of the selection process for long-term training or special assignments, a post-utilization plan will be required. This plan will outline the types of positions, locations and rationales behind those particular individual and management desires. Working with the FAS, the member will plan for his or her future assignment. (A list of recent long-term training and Senior Service College graduates is shown on page 9 of this magazine.)

When will the central management concept be implemented?

The concept is being implemented now on a limited scale. AAC members selected for central management are being contacted by FASs to correct personnel data and build files. This exercise has included telephone calls and visits to several commands to obtain the required information. The processes and procedures to implement central management are being carefully developed over time with participation from functional and command levels. Each stage of development of the process will be evaluated and refined as necessary. The reengineering team is meeting with representatives from the functional areas (i.e., contracts, engineering, etc.) on a monthly basis to discuss the details of the proposed processes.

The DACM and deputy DACM are actively advocating career management development. They are also attempting to address the concerns of the AAC as the integrated central management process is formulated and initiated. The goal of these efforts is to develop the best possible professional corps of acquisition leaders.

DICK CHILDRESS, an acquisition manager in the Army Digitization Office, is currently serving on special assignment working on central management developmental positions with the Army Acquisition Corps Reengineering Team. He has served as the PM, Combat Identification; PM and Deputy PM, Tactical-Area Weapon Systems; Head of Advanced System Concepts, Army Research Lab (ARL); and Acting Director for Plans and Programs, ARL. A member of the Army Acquisition Corps since 1991, he holds a master's of science degree in electrical engineering from Virginia Polytechnic Institute and a bachelor's of science degree in electronic engineering from the University of Arkansas.

COL EDWARD A. CERUTTI is a member of the Officer Personnel Management System XXI Precursor Study Group, Headquarters, Total Army Personnel Command. A licensed professional engineer in Virginia, he holds a B.S. degree from the U.S. Military Academy and M.S. and Ph.D. degrees in mechanical engineering from the University of Arizona.

FUNCTIONAL ACQUISITION SPECIALISTS

The functional acquisition specialists recently selected to perform the central management functions described in this article are listed below, along with their phone numbers and the acquisition career field they will manage. They will be contacting each centrally managed careerist to assist in their career development. Each FAS may also manage a number of Category A and S employees, due to the large number of these careerists in the centrally managed population.

NAME	CAREER FIELD MANAGED	DSN	COMMERCIAL
Marietta Martin	Cat K	221-9690	(703) 325-9690
Nitha Vos	Cat A, V	221-6137	(703) 325-6137
Chris Vuxton	Cat C	221-3215	(703) 325-3215
Sandra Long	Cat R, T	221-4267	(703) 325-4267
Robert Longtain	Cat L	221-5092	(703) 325-5093
Leon McCray	Cat S, H, G	221-3190	(703)325-3190

Acquisition Senior Service College (SSC)/ Long Term Training Graduates

The FY 96 graduating acquisition students from the Industrial College of the Armed Forces, University of Texas SSC Fellowship program, and the Naval Postgraduate School have all been placed in follow-on utilization assignments as part of the AAC Reengineering effort of centralized management. Assignments are as follows:

Name	*From*	*To*
Jim Edgar	ICAF	HQDA(SARDA)
Bunnie Greenhouse	ICAF	HQDA(SARDA)
Judith Guenther	ICAF	HQDA(SAFM)
Geneva Halloran	ICAF	OSD
William Howell	ICAF	Medical Research and Materiel Command
James Inman	ICAF	OSD
Sue Kroll	ICAF	SOCOM
Larry Nolan	ICAF	CECOM
James Caudle	NPS	HQDA
David Ciummo	UT	OSD
Sue Crisp	NPS	AMC

CENTRALIZED SELECTION BOARDS FOR CIVILIANS

By Cathy Johnston

One of the primary charters of the Army implementation of the Defense Acquisition Workforce Improvement Act is that the civilian and military personnel models be as similar as is practical.

Introduction

The Civilian Acquisition Management Branch (CAMB) has been in existence since April 1990. We are collocated with the Military Acquisition Management Branch in the Army Acquisition Corps Management Office, Functional Area Management Development Directorate of the U.S. Total Army Personnel Command (PERSCOM). Our primary mission is to provide civilian personnel management and administration to Army Acquisition Corps (AAC) members, and candidates.

During the last six years, CAMB has conducted 10 accession boards which resulted in a total of 4,120 civilians being granted membership in the AAC. Additionally, four boards have been conducted to centrally select civilians to fill product, program and/or project manager (PM) positions.

Over the years, we have received many questions about the board process. Why are applications boarded? Who are the board officials and how are members selected to serve on a board? Why does it take so long to receive results from a board? This article will answer these questions and also provide a glimpse into the future.

While the military routinely conducts centralized boards for a variety of actions, ranging from promotions to PM selections, civilians are only now becoming accustomed to the idea of centralized boards. One of the primary charters of the Army implementation of the Defense Acquisition Workforce Improvement Act is that the civilian and military personnel models be as similar as is practical. The military has already developed the framework for a centralized selection system, therefore, it is appropriate for the civilian component to attempt to mirror it without violating civilian personnel laws or regulations.

Types of Boards

The CAMB staff currently conducts two different types of boards. The first is a PERSCOM board convened under the authority of the Commander, PERSCOM, and used primarily for accession purposes. The second is a Department of the Army (DA) Secretariat Board used for selecting centrally managed PM positions. The DA Secretariat Board process is relatively new to the civilian community, but has an unequaled record for integrity, fairness and impartiality. This article will not address the selection process for ACAT I and II PM positions that have been designated by the Army Acquisition Executive for military and civilian fill. That issue was discussed thoroughly in the May-June 1996 issue of *Army RD&A* magazine, in an article entitled "Using the Best Qualified Selection Method for ACAT I/II PMs."

Rules

Each of these boards conforms to a stringent set of rules that govern the conduct of the board. Membership of a board is made up of senior acquisition officials (GS-15 and above and military 0-6 and above). Great faith and trust are placed in board members. They are instructed to maintain a high level of confidentiality about the proceedings of the board and the results of the board.

The director, acquisition career management (DACM) determines the need for a board and develops the policy related to determining the eligibility requirements for the positions as well as the criteria for selection of candidates for the positions. The DACM also works with CAMB to develop appropriate procedures for its application. Finally, CAMB releases the announcement, identifying the type of positions being recruited and details the application procedures.

Methods

PERSCOM uses a wide variety of methods to provide information to the field. The most common method of announcement is the use of messages that travel through command channels. Recently, however, we expanded our sources to include the use of e-mail and the worldwide web. Every effort is made to make information available to every interested civilian employee.

In past years, PERSCOM has used a program called AUTOAPP to capture personal and job history information. CAMB and the DACM Office are working on a number of initiatives that will soon revise the methods used to apply for vacancies and/or membership. Additionally, an Acquisition Civilian Record Brief, a document that mirrors the Officer Record Brief, is under development. Both of these new tools will be used in the board process in the future.

Reviews

Once applications are received in CAMB, staff members review every application to ensure that each application meets minimum qualifications and that all required documents are contained in the application. If an application is not complete, it is not forwarded for boarding. Clearly, it is in the best interest of an applicant to ensure that all required information is provided at the outset.

The board reviews each application based on the instructions established in a memorandum of instruction. Every board member votes each record independently and assigns it a point score. The board members' scores are then totaled in order to rank the applicants and determine the PM selectees. The results are consolidated and forwarded with the PERSCOM commander's endorsement through the deputy chief of staff for personnel to the DACM for approval. After the results of the board are approved, the list is released through command channels and successful applicants will be officially notified by mail.

PERSCOM does not approve or disapprove civilian component Army Acquisition Corps board results—that authority resides with the DACM.

As the number of centrally managed positions increases, so will the opportunities to compete for assignment to those positions. It is important for applicants to retain their competitive edge and to document their achievements when applying under an announcement. A successful application is one that has been reviewed to ensure that the application itself is completely filled out and that all required documents are included. If an item is missing or incomplete, an explanation should be given. In some cases, applicants are afforded the opportunity to address a letter to the president of the board. This letter is a tool for the applicant to use to define outstanding skills, talents and education or training that may not have been evident in other parts of the application.

Hopefully, this article has answered some of your questions about the board process. If not, CAMB invites your questions. You can contact us via e-mail using this address: TAPC-OPB-B@Hoffman-EMH1.ARMY.MIL

Late Breaking News

• Larry D. Johnston, Office of the PEO, Aviation, has been selected to fill an ACAT I Program Manager position. Johnston is the first Army civilian to be selected during a board that considered both military and civilian applicants concurrently, selecting the best qualified individual from the combined field.

• The FY 97 Civilian Product and Project Manager's Board, conducted in March of this year, selected the following individuals to fill ACAT III positions at the locations shown following each name:

Roxanne C. Braun, Sustaining Base Automation, Fort Belvoir, VA

Joseph H. Butler, PM ARROW, Huntsville, AL

Wesley F. McElveen, TEMOD/CALSETS, Warren, MI

Bela D. Csendes, Light Tactical Vehicles, Warren, MI

Robert Doto, Joint Computer-aided Acquisition and Logistic Support, Fort Monmouth, NJ

Kevin J. Flamm, Cooperative Threat Reduction, Aberdeen Proving Ground, MD

Robert F. Golden, TESAR, Fort Monmouth, NJ

William S. Hayden, Signals Warfare, Fort Monmouth, NJ

Peter O. Johnson, ILOGS, Fort Lee, VA

Richard W. Misiewicz, Chemical Stockpile Disposal, Aberdeen Proving Ground, MD

Donna C. Shandle, Chemical Stockpile Emergency Preparedness, Aberdeen Proving Ground, MD

Harvey J. Slovin, DCATS, Fort Monmouth, NJ

Susian E. Vickers, AIT, Fort Belvoir, VA

CATHY JOHNSTON is a personnel management specialist in the Civilian Acquisition Management Branch at the U.S. Total Army Personnel Command. She has an associate's degree from Northern Virginia Community College.

THE ARMY ACQUISITION CORPS *CORPS ELIGIBLE* PROGRAM

By Thomas H.E. Drinkwater

Corps eligibles have much to look forward to. This is an exciting time to be in the acquisition workforce and being declared a corps eligible will enhance one's career opportunities.

Introduction

The Army Acquisition Corps *Corps Eligible* (CE) Program is a direct result of the Acquisition Corps Reengineering Team's efforts to develop GS-13s within the current resource-constrained environment. The program targets GS-13s Army-wide to determine their eligibility for Army Acquisition Corps (AAC) membership and provides them with various career enhancing opportunities.

While a limited number of Department of the Army GS-13 employees were accessed into the AAC in its infancy, none have been granted membership since that time. It is current policy that, due to constraints, only a few selected GS-13s will be accessed into the AAC (see article in this issue on the Competitive Development Group). The Corps Eligible Program attempts to provide some of the benefits of corps membership within available resources.

The CE Program allows GS-13s in the workforce to take a large step towards corps membership. A streamlined process ensures that all applicants meet the requirements for accession. The fact that our acquisition workforce has become certified in their acquisition career fields in the past 18 months has allowed the simplification of the accession process. Achievement of Level II or Level III certification, in many cases fulfills the experience and training requirements for AAC accession.

Under the current CE process, upon selection to a GS-14 Critical Acquisition Position (CAP), the accession package of a corps eligible goes directly to the Director for Acquisition Career Management for approval, along with the signed Acquisition Corps Mobility Agreement. The individual can then permanently assume their GS-14 position.

It is important to note that corps eligible status is not a prerequisite for selection into a CAP. It simply screens an individual's file in advance to ensure that he or she meets the corps accession requirements. It allows applicants to avoid a lengthy application process of which the outcome is not completely certain.

As part of the program, those individuals determined to be corps eligible, will be afforded several career enhancing opportunities. The most prestigious of these will be the opportunity to apply for the Competitive Development Group. Corps eligibles will also receive priority for selected acquisition training opportunities. These include attendance at specific Defense Acquisition University courses, management, leadership and ethics seminars, and eligibility to apply for master's degree programs through the Army Tuition Assistance Program.

Applicants

Since the AAC Corps Eligible Program was first announced in February, the Acquisition Reengineering Team has received more than 2,300 applications. A team of functional experts has been reviewing each application to ensure that the applicants meet Defense Acquisition Workforce Improvement Act (DAWIA) and DOD requirements for accession into the Acquisition Corps as outlined in DoD 5000.52M, *Acqui-*

sition Career Development Program. The standards consist of three factors: education, experience, and training. These standards, and the requirements in each of the three areas, are shown in Figure 1.

The corps eligible process will produce several direct benefits. First, the Army Civilian Personnel Record System (ACPERS) will be top-loaded with the data the team collects, thus improving the quality of our database. Additionally, the team has provided career counseling to numerous GS-13s and explained to the applicants how to have their records updated at the local level. Finally, an accurate mailing list of all GS-13 members of the acquisition workforce who have submitted applications for the Corps Eligible Program is being compiled.

Corps eligible applications will continue to be processed until Oct. 1, 1996. After that date, it is envisioned that a more user-friendly, automated application process will be employed. Improvements will include better instructions and an easier to complete application form.

A quick review of the applications reveals several interesting highlights (See Figure 2.) In the area of education, many of our GS-13 employees possess doctoral degrees. A few individuals have two! Master's degrees are in abundance, especially in the engineering career fields. Finally, more than 55 percent of CE applicants have baccalaureate degrees.

The DAWIA requirement to have 24 semester hours in one's career field and 12 semester hours in business subjects was often substituted for by having the allowable 10 years of experience in acquisition positions prior to Oct. 1, 1991. This method of meeting the entrance standards was most commonly used by engineers and contracting personnel.

Most applicants are certified in at least one career acquisition field at Level III, and 16 percent were certified in more than one acquisition career field. The majority of the certifications occurred prior to Jan. 1, 1995, when certification criteria changed for many career fields.

Most of the applicants have between eight and 18 years of experience. Because of the career ladders in different fields, progression varies, and some career fields have more experienced people in them than others. This is especially true of the contracting and business management arenas.

Many GS-13s who are members of the acquisition workforce chose not to apply. Some, who responded, indicated that they were within retirement age, or did not want to face the possibility of changing positions. The Reengineering Team's equal employment opportunity (EEO) member will be

ACQUISITION CORPS ENTRANCE STANDARDS

(See DoD 5000.52-M for authorities to grant waivers to these requirements)

EDUCATION

Have ONE of:

- Baccalaureate degree from an accredited educational institution
- Acquisition Career Program Board certification of significant potential for advancement
- Ten years of acquisition experience as of October 1, 1991
- Less than ten years acquisition experience, but was serving in an acquisition position on October 1, 1991 and meet the requirement for 24 semester credit hours in the business disciplines listed below

Have ONE of:

- Ten years of acquisition experience as of October 1, 1991
- 24 semester credit hours among: accounting; business finance; law; contracts; purchasing; economics; industrial management; marketing; quantitative methods; organization and management, or have passed DANTES or CLEP equivalency exams for the above.
- 24 semester hours in your career field, PLUS 12 semester credit hours from those listed above. DANTES or CLEP equivalency exams, as well as credits given for training courses in these areas, may be used to satisfy the 12-hour requirement.

EXPERIENCE:

Achieved a grade level equivalent to GS-13 (Civilian) or O-4 (Military) or higher, or comparable position outside the DoD

Four years acquisition experience in a DoD acquisition position, or in a comparable position outside DoD

TRAINING:

Certification at Level 2 or Level 3 in an acquisition career field, or completion of all training requirements for such certification

Figure 1.

CE Sample Population Profile

	7107 Acquisition GS-13's	1925 Qualified CE's
•Average Age	50	45
– Range	(27-83)	(27-73)
•Sex		
– Male	81%	75%
– Female	19%	25%
•Degrees		
– None	13%	10%
– Bachelors	56%	55%
– Masters	26%	33%
– PhD	5%	2%
•Multiple Certifications	12%	16%
•Applications in Process	NA	300
•Declined CE Status	NA	78
•Not Qualified	NA	100
•Total Applications Received	NA	2403

Figure 2.

contacting those who did not want to apply to determine why they chose not to. The team will use that data in making future decisions concerning the management of the acquisition workforce.

There were several applications received from individuals who had already been accessed into the Acquisition Corps as members of the Army Reserve. In accordance with new policy guidance from the Office of the Deputy Director for Acquisition Career Management, these individuals are recognized as already being members of the AAC and do not need to reapply. They should, however, keep abreast of their acquisition training to stay current in their acquisition career fields.

How to Apply

Corps eligibles have much to look forward to. This is an exciting time to be in the acquisition workforce and being declared a corps eligible will enhance one's career opportunities. It is not too late to late to apply. Send applications to: Deputy Director for Acquisition Career Management, ATTN: Corps Eligible Program, 9900 Belvoir Rd., Suite 101, Fort Belvoir, VA 22060-5567.

For more information on the Corps Eligible Program, contact Thomas Drinkwater at DSN 655-5443/5212 or commercial 703-805-5443/5212.

Following this article is the list of those applicants who have been designated a corps eligible at the time of publication of this article. We congratulate these first members of our Corps Eligible Program and look forward to working with them in the development of their careers. As others are designated, their names will be published in future issues of *Army RD&A* magazine.

THOMAS H.E. DRINKWATER is the AAC Civilian Proponency Officer and a member of the Army Acquisition Corps Reengineering Team. A graduate of St. Bonaventure University, he holds a master's degree in public administration from the University of Alaska, Anchorage. He is also a graduate of the U.S. Army Command and General Staff College, the Associate Logistics Executive Development Course and the Defense Systems Management College Program Management Course. A lieutenant colonel in the Army Reserve, he has an Individual Mobilization assignment with the Defense Industrial Supply Center, Philadelphia, and is the commander of the 8601st IMA Det, Warrenton, VA.

Corps Eligible Designees

ABBEY GEORGE E
ABELL LYNDA D
ABOUL HOSEN ZIAD R
ABRAVANEL EUGENE
ACEVEDO VIDAL
ACKER JIMMIE SUE
ACKERSON MARY D
ACOSTA RENE
ADAMS DAVE R
ADAMS MARY S
ADKINS GARY G
ADKINS RONALD C
AHMAD ABU H N
AHMED ALTAF
AINSWORTH JAMES S
ALBRECHT GEORGE H
ALCORN FRED L
ALEJO LARRY W
ALESANDRO CYNTHIA A
ALETTA JOSEPH M
ALEXANDER CHRISTINE M
ALEXANDER HENRY T
ALEXANDER MARK S
ALLEN CAREY R
ALLEN CHARLES D
ALLEN III WILLIAM A
ALLEN J CRAIG
ALLEN JANET G
ALLEN LONNIE E
ALLEN STEPHANIE J
ALLISON JODY F
ALLOCCA PATRICIA C
ALLTON DAVID J
ALONS ROGER B
ALVARADO CARLOS T
AMBROSIO MARIO
ANDERSON B WAYNE
ANDERSON DEBRA R
ANDERSON JIMMY I
ANDREONI DAVID M
ANITOLE GEORGE
ANSTINE CURTIS J JR
APERGIS REBECCA H
APODACA RICHARD D
APPLE THEODORE BRUCE
APPLEGATE WILLIAM H
ARAGON FILEMON
ARCHIBALD JAMES
ARMSTRONG ANDRE L
ARNOLD MARCIA L
ARTER JAMES P
ASCH LAWRENCE A
ASHLEY BILLY J
ATCHLEY WILLIAM T
ATKINSON ROBERT L
AU WALTER YIU MING
AUDINO MICHAEL J
AUSTIN LAURIE J
AUSTIN R DORIS
AUSTIN STEVE P
AVALLONE CONNIE J
AWAD MONA M
AYERS JAMES R
BACON WILLIAM M
BADER ALAN M
BAILEY JOHN R
BAJWA JAGDISH S
BAKER ROGER K JR
BAKER SUSAN
BAKER TIMOTHY SCOTT
BAKER TREVEN E
BALBONA JOSEPH A
BALDAUF JOSEPH J
BALDWIN ROBIN A
BALLEW ALICE H
BANDERET LOUIS E
BARBER PATRICIA V
BARBIE JOHN H
BARCZAK KENNETH S
BARKER JOSEPHINE F
BARNBROOK LOU T
BARNETT KENNETH R
BARONE SALVATORE
BARRETT MARILYN A
BARRY BRIAN M
BARTH STEPHEN G
BARTLING DOROTHY C
BASHAM STEVEN O
BASKIN STEVEN I
BATCHA GEORGE
BATTISTA ANTHONY J
BAUERSFELD DONALD W
BAUGHN MICHAEL K
BAUMAN GEORGE J
BAYER DEBORAH A
BEACH LINDA A
BEAL WESLEY A
BEALE NANCY R
BEAN ROBERT A
BEASLEY JOHN P
BEAVERS BARRY W
BECKAGE THOMAS NMI
BECKMAN SUSAN L
BELFER JUDITH A
BELK DANIEL D
BELL STEPHEN F
BEMBRY LEONARD A
BENDER JOHN E
BENIS BRIAN K
BENJAMIN ROSS C
BENNETT LEON J
BENSON ROBERT L
BENSON WILLIAM M
BERG GLEN W
BERGIN JOHN F
BERNS PAUL R
BERRY JOHN H
BETSAYAD WILLIAM
BEVERLY EDGAR D W
BEZWADA HARIBABU
BIENKOWSKI STANLEY J
BILDERBACK KATE C
BILLUPS ANGELA
BINKEWICZ JOSEPH B
BINSEEL MARY S
BIRD EDWARD A JR
BIRDSONG CHARLES B
BISHOP TIMOTHY F
BJERREGAARD WESLEY J
BLACK HEIDI A
BLACKBURN RUBY F
BLACKLOCK PATTI J
BLACKWELL JR WILLIAM F
BLAIR WILLIAM C
BLAKE JUDITH W
BLAKE STEVEN G
BLALOCK KENNETH H
BLANEY HUGH P
BLAZOSKY DAVID M
BLEY ANN D
BLOHM GARY W
BOBLITT SUSAN C
BODINE JAMES G
BODINE ROBERTA B
BOEHM JAMES A III
BOEHME CRAIG S
BOEN JAMES M
BOGNER ADAM S
BOGNER KATHY PERRY
BOGNER MICHAEL JAY
BOLTON ROBERT L
BOMUS MITCHELL J
BONAR DORIS L
BOND MICHAEL H
BONNE SUSAN M
BOOKER HAROLD JR
BOOZER WEYMAN R
BORDEN CAROL J
BOSTON MARIANNE M
BOSWELL JACK
BOUCHER ARNOLD C
BOVA YVONNE HICKS
BOVINO LAWRENCE J
BOWEN ROBERTA L
BOWERS JAMES F JR
BOWERS MARY V
BOYD DENNIS S
BOYD DEWARD G JR
BOYER DENNIS A
BOYLE EUGENE J
BOYUM ROBERT L
BRABBS JOHN
BRACKETT MARSHA P
BRADFORD STEPHEN D
BRADY JOSEPH PATRICK
BRADY PAMELA LEE
BRADY RICHARD D
BRADY THOMAS K
BRAMLETT STEPHEN E
BRAND DAVID W
BRANYON TONY A
BRAZELTON MARSHA L
BRAZELTON SANDRA S
BREEDWELL MARY M
BRENDLE BRUCE E JR
BRENNAN NANCY J
BRENNEN ROBERT A
BRENNER KEITH
BREWER CARLTON E
BRICK GEORGE
BRIDGES DANNY R
BRIERLY JOSEPH E
BRIMFIELD ALAN A
BRIONES DARWIN L
BRISKER HENRY C
BROCK ROBERT D
BROECKER MARK A
BROOKS EVERETT E SR
BROOKS JOSEPH A JR
BROOKS ROBERT E
BROOKS STEVEN M
BROWN DAVID L
BROWN JEFFREY E
BROWN MARK D J
BROWN MICHAEL A
BROWN SHARON R
BROWNELL ELIZABETH P
BROWNING DAVID R
BRUCHMAN NEALE W
BRUCKSCH ROBERT C
BRUNNER ERNEST
BRUNTON LOREN F
BRYSON JANICE M
BUCHANAN GEORGE M
BUCHANAN JUDY S
BUCHANAN WILLIAM R
BUCHBACH JOHN H
BUCKNOR MICHAEL H
BUDRYS SUSAN
BUFFINGTON ROBERT P
BUGNO JOHN E
BURCHER ERNEST E JR
BURDETT SYLVIA A
BURDETTE DOUGLAS E
BURGOSSANTIAGO VICTOR M
BURMESTER JEAN L
BURNESKIS JOHN B
BURNHAM WILLIAM C
BURNS RICHARD P
BURRAGE MICHAEL P
BURRELL CRAIG
BUSH ALISON K
BUSSE DAVID J
BUTLER DANIEL PATRICK
BUTLER SUSAN J
BUTLER WILLIAM W
BYRD JOANNE
BYRD MARY JO A
CAGLE ROBERT L III
CAGLE WEST MARSHA S
CALABRETTA WAYNE THOMAS
CALAPODAS NICHOLAS J
CALDERONE CHARLES J
CALTABILOTA PATRICIA A
CALTAGIRONE JR JOSEPH P
CAMERON JAMES R
CAMOOSO JAMES C III
CAMPBELL JAMES T III
CAMPBELL KENNETH J
CAMPBELL RICHARD S
CANADAY SUSAN M
CARBONARO ALFRED
CARLSON ANN B
CARLSON HENRY E
CARMODY WILLIAM B
CARNEY PHILIP J
CARNEY SHIRLEY D
CARO DOMINGO NMN
CARON AIDA L
CARPENTER JANET E

CARRASQUILLO LYDIA E
CARROLL MICHAEL J
CARROLL WILLIAM A JR
CARTER GEORGE E
CARTER ROBERT M
CARTY MICHAEL A
CARUSO JOE S
CARVAJAL HUGO E
CASANOVA RAFAEL A
CASHOUR LARISA R
CASTILLO ANTONIO NMN
CASTRO ZENAIDA BUZON
CASWELL BARBARA W
CATOTTI CHRISTOPHER M
CATTELONA JOSEPH N
CAUDEL ANTHONY E
CAUDLE ANNIE H
CAUDLE KAREN K
CAUDLE WILLIAM A
CAUSER GARY LEE
CERRETO MICHAEL S
CHAMBERS DENNIS R
CHAMBERS JEAN H
CHAN DENIS K
CHAN FRANK C
CHAN FREDERICK
CHANDLER JONATHAN E
CHANDLER RICHARD L
CHANEY KENNETH D
CHAPMAN ALVYN G
CHAPMAN EPPS ELAINE
CHASE RONALD J
CHEEVER HERBERT L
CHELEKIS ROBERT M
CHEN LILLIAN L
CHENAULT THELMA A
CHEW JENNIFER PM
CHIN RAYMOND W
CHIRUVOLU SAVITRI
CHIU SHUMEI S
CHIU YUE T
CHOJNOWSKI JAMES W
CHRISTENSEN JAMES L
CHYATT HOWARD L
CIBULA JOHN R
CICALESE ANTHONY F
CIOFFI BRIAN G
CIVILI PAUL P JR
CLARKE FREDERICK W
CLEMONS BERRY L
CLUTZ RAFGON B
COAKLEY KEVIN F SR
COATS WILSON C
COCHRAN CLINTON L JR
COLBERT GERTRUDE A
COLEGARY THOMAS
COLEMAN JOHN F
COLLETT RICHARD W
COLLINS DANIEL T
COLLINS MICHAEL NMN
CONCA VINCENT F
CONCEPCION DIANE T
CONCILIO DAVID
CONDELLO RICHARD A
CONINE BOBBY H
CONLEY LISA J
CONN MARVIN A
CONWAY CHRISTINE A
CONWAY LAURA L
COOK DAVID B
COOK JERRY L
COOK STEPHEN G
COOLEY BOBBY W
COOMBS JAMES D
COONTZ WARREN L
COOPER JOYCE B
COOPER ROBERT A
COPE MARK W
COPELAND KEITH E
COPELAND RICHARD A JR
COPPOLA EUGENE E
CORBETT MICHAEL C
CORKER BERNARD C
COSENTINO CARLO
COSTA RICHARD J
COTY THOMAS P
COURT RICHARD D
COURTNEY MICHAEL L
COUVILLON HANSON L
COUVILLON REBECCA A
COUZENS JAMES III
COX SYLVESTER
CRABTREE JIM W
CRAIG MARILYN S
CRANDALL LARRY E
CRAWFORD CHARLES D
CRAWFORD MADISON R
CRAWFORD PAUL J
CROCKER RICHARD P
CROSSEN JAMES T
CROSSON SCOTT A
CROUSE RICHARD A
CRUMMIE JERITA J
CRUMP LOIS B
CRUSE WALTER R
CRYDERMAN MARQUE A
CUDA EDWARD A
CUELLAR JOSE A
CUMMING ROBERT C
CUMMINGS STEPHEN E
CUNICO THOMAS S
CUNNINGHAM GLENN P
CUNNION KEVIN J
CURRAN TOOKIE C
CURRY DAVID M
CURRY JOHN J
CURTIS DONALD LEO
CURTIS GENE L
DAHABSU KIM
DAILEY PATRICIA A
DAISE STANLEY C
DALE RICHARD H
DALTON ARTHUR L
DAMMANN KENNETH S
DANESH MOHAMMAD H
DANIEL ELLEN M
DANIEL MARILYN J
DANIELE JOHN W
DAPKUS DAVID B
DARDEN OGBONNAH CHENETTA M
DAU DAVID L
DAVENPORT LARRY P
DAVIDSON JUDITH H
DAVIS BETTY A
DAVIS CHARLES D
DAVIS DONALD E
DAVIS JAMES B JR
DAVIS KAREN E
DAVIS KATHLEEN S
DAVIS LANCE W
DAVIS SCOTT J
DAWS GLORIA J
DAY EUGENE L
DAY GEORGE P
DEAN DENNIS M
DEASON EDWARD E
DECASTRO GEORGE V
DECKARD RICHARD C
DEDRICK CHRISTINE
DEES JAMES W
DEFEO STEVEN P
DELANCEY CATHERINE M
DELEGGE ANTHONY
DELICH MARIE E
DELLOMO ANDREW A
DEMARINIS CHARLES E
DEMETROULIS JAMES H
DEMEULENAERE PAMELA A
DEMORA STEPHEN J JR
DENN GILBERT A
DENNIS PAUL W
DENNY NORMAN R
DERE TROY P
DESANTES FRANCIS A
DESBIENS LIONEL J
DEVARAKONDA VASANT K
DEVLIN CLAIRE M
DEWITZ MICHAEL B
DICK KENNETH A
DICKENS MARY C
DIECKMANN DEBORAH E
DIGLIO ANTHONY M
DILLARD GLENN W
DILLON ROBERT A
DIMAURO RICHARD D
DINGES JONATHAN J
DINH BINH C
DIPALMA LOUIS J
DIPAOLA MARK J
DITTO WILLIAM J
DIXON LYDIA E
DIXON ROBERT J
DO XUYEN K
DODGE DREXEL A
DOGGETT GARY L
DOMBECK NORMAN J
DONALDSON NEAL J
DONG BERNARD D
DOOLOS CATHERINE L
DORMAN TYRUS M JR
DORSEY JOHN H
DOSSMAN CHRISTINA N
DOTY GARY D
DOW ROBERT F JR
DOWNING JEFFREY H
DOWNS KAREN O
DRAGUNAS GINTARAS A
DRENNAN LUTHER W JR
DRISCOLL JOSEPH D
DROGAN RICHARD H
DRUM WILLIAM R
DRYDEN DAVID N
DUCHOCK JEFFREY S
DUCK DAVID L
DUCKWORTH JOHN H
DUKE SANDRA W
DUMAS ROBERT S
DUNBAR SUSAN N
DUNCAN MICHAEL R
DUNICH JULIO
DUNKLIN BARRY L
DUNN TERRY H
DUNWOODY WILLIAM S JR
DUPREE BERNETA L
DUPREY NELLIE M
DURAND YVES
DURBIN DAVID B
DURGIN ROBERT F
DUTCHOVER RICHARD
DUTTA MRITYUNJOY
DUVAL JEAN J
DWYER JAMES K
DYMOND MARGUERITE M
EACRET STEVEN T
EAST JOE R JR
EASTER SANDRA K
EASTERLING DAVID M
EATON BRADLEY J
ECCHER KENNETH D
ECHOLS ANTHONY D
ECKHAUS S ROBERT
EDLER SALLY CLARK
EDWARDS ANNIE H
EDWARDS ERIC F
EHLEY KENNETH M
EICHLER BONNIE
EICHMEIER BYRON K
EICHSTAEDT DUANE D
EICK THOMAS K
EICKHORST JAMES O
EILENBERGER JR JOHN M
ELKINS CHARLES E
ELKINS THOMAS W
ELLENA LAWRENCE R
ELLINGSON ANDREW C JR
ELLINGSWORTH ROBERT A
ELLIOTT KARI A
ELLIS JOYCE G
ELRICK JOHN R
EMANUEL DANTE J
EMERSON BRIAN E
EMERSON DEBRA A
EMORY RICHARD A
ENGEBRETSON ROGER L
ENTWISTLE PAUL M
EPSTEIN WARREN I
ERWIN SUSAN MARY
ESTES FORREST W
EVEKER CLARA A
EVERETT JOHN J
FABERY ANDREW J
FAK TANIA A
FALKE JOHN F
FALKNER BARBARA J
FARRELL JOSEPH W
FEATHERSTON W DANIEL
FEENEY MICHAEL M
FELICIANO IVETTE
FERRAZZARA JOHN M
FERRETT DONALD A
FILIPKOWSKI CHESTER J
FINE HOWARD C
FINEGAN ELEANOR
FINLEY ROBBIN COLLIER
FINZEL PETER A
FISCHER GAYLEN R
FISCHER LAWRENCE J
FITZGERALD DONALD C
FLEMING KATHLEEN L
FLETCHER JAMES E
FLETCHER JANET AL
FLETCHER JOANNE NMI
FLOOD ROBERT M
FLORA ANDREW C JR
FLORES MARGARET V
FLOYD THOMAS B
FLOYD THOMAS G
FLYNN TIMOTHY J
FONTAINE RAYMOND G
FORD JAMES A
FORGIONE PHILLIP L

FORSBERG RICK N
FOSHAY CARLTON M
FOSTER STEPHEN L
FOULDS STADNIKA BEATRICE L
FOWLER JANELLE R
FOWLER JOHN JR
FOX D FRANK
FRANK GAYLE V
FRANK VERONICA M
FRANZEN TERRI E
FREDERICK JAMES G
FREDRICKSEN TERRY B
FREEMAN CELESTE L
FREEMAN DONALD J
FREER STEVEN M
FRIEDL GARY E
FRIEDMAN ARTHUR
FRIEDMAN LARRY J
FULLER ALLEN E
FUNG THOMAS W
FUQUA JANET
FURTWENGLER DAVID W
GABRIELE ANTHONY D
GAFFIN PATRICIA T
GAGLIARDI DENNIS
GAJKOWSKI BERNARD J
GALBICKA GREGORY
GAMBLE JOSEPH W
GAMSON JOSEPH F
GANN CAROL A
GANNON PATRICK J
GARCIA GREGORY E
GARCIA MICHAEL S
GARMLEY PATRICIA C
GARNER DEWAYNE C
GARR MARILYN E
GARRISON ROBERT A
GARRITY PATRICK J
GARUBBA THOMAS A JR
GAST RONALD G
GATLIN SUSAN R
GATTUSO SEBASTIAN C
GEDELMAN JOHN L
GERAN LUCIA STEPHAN
GERDES JOHN W JR
GIBSON BOBBY N
GIBSON RONALD K
GIL GILBERT R
GILBERTSON GINA M
GILCHRIST WILLIAM P
GILCREST PATRICIA M
GILDENBERG DAVID B
GILFAND NORMAN R
GILLE WARREN H JR
GILLIGAN DEBORAH J
GILLMAN ROGER S
GILLOOLEY WILLIAM A
GINLEY WILLIAM JOHN
GIRLING LEONARD M
GLASCOE KELVIN C
GLASS MALVIN F
GLENN KEVIN W
GLENN MARK W
GLICKMAN FRED M
GLIKERDAS PANAGIOTIS G
GLOVER EUGENE L
GODFREY GREGORY
GOLDSTEIN RAYMOND NMN
GOLEBIESKI JOSEPH M
GOLENDA CLAUDIA F
GOLIBER JOHN THOS
GOMER VALERIE A
GONZALEZ EVA MIRO
GONZALEZ JOSE G
GOODMAN ERIC
GOODSON DEBORAH L
GOODWIN WESLEY R JR
GOSA VINCE I II
GOSE JAMES B JR
GOTTSCHALL BETTY E
GOTVALD DUANE J
GOURLEY SAMUEL C JR
GRAGG SHIRLEY S
GRAHAM ALEX G
GRAHAM GREGORY S
GRAHAM JOHNNY LEE
GRASSANO CHRIS J
GRAY DONALD A
GRAY JIMMIE E
GRAY LINDA B
GRAY MYRA S
GREEN RAYMOND F
GREENE ALAN R
GREENEMEIER GREGORY M
GREENHAW WILLIAM O
GREINER THEODORE G
GRENN MICHAEL W
GRIFFIN JOSEPH B
GRIFFITH DAMON G
GRIFFITHBOYLE LINDA KAY
GRIGGS LESLIE D
GRISHAM HARRY S
GRISSIM LINDA L
GROSBERG LAWRENCE E
GROTOPHORST JEAN A
GRUEN MICHAEL E
GUCKIAN ROBERT C
GUERRIERO PATRICIA M
GULATI NARINDER
GUNDERSON ERIC P
GUNTER GARY W
GURD ERIC D
GURNANI SANT K
GUTIERREZ PAUL D
HAACK MARGARET F
HAAS JUDITH L
HACKNEY JAMES D
HADDAD MALEK S
HADJIOSIF SOPHOCLES
HAGAN JAMES B
HAGERDON LINDA H
HAGEWOOD STEPHEN N
HAGLICH BRENDA J
HAINSEY MARK A
HAIRELL DONNA S
HALL JOHN M
HALLGREN TRUDY A
HALLOCK HARRY P
HAMBLIN DON L
HAMILTON STEVEN L
HANCOX JONATHAN M
HANNAH RACHEL F
HANRAHAN JAMES M
HANSEN DAVID M
HANSON JEFFERY M
HAPP LYNN F
HARDER ANDREW J
HARKRIDER SUSAN M
HARM MATTI
HARMON RUSSELL S
HARRELL RAYMOND D
HARRIS ARLENE W
HARRIS CAROLYN B
HARRIS DENNIS W
HARRIS JOHN R
HARRIS MICHAEL D
HARRISON GENE L
HARRISON JANICE L
HART DAVID K
HART JOHN L III
HART THOMAS W JR
HARTLEBEN BARRY R
HARTUNG THOMAS G
HARTWICK KAREN A
HARVEY JAMES E III
HARVEY JAMES F
HARVEY KATHY C
HARVEY SHIRLEY A
HASSLER KYLE D
HASTIE ANDRE
HATCHER EUGENE H JR
HATCHER JONITHAN P
HATCHETT AMELIA B
HATFIELD JAMES E III
HATFIELD TONY L
HATHAWAY CECIL C
HAUCK BARRY T
HAUGHT STEVEN J
HAUGTVEDT ERIC L
HAWKINS ELLIOTT D JR
HAWKS BEVERLY I
HAYDEN JOANN T
HAYES HERBERT W
HAYES SUSAN J
HAYOSTEK RONALD D
HEARD MICHAEL F
HEATH DENNIS L
HEATH L DENNIS
HEBERT BARBARA B
HECOX CAROLYN DAY
HEINZ HOLLY A
HELFINSTINE TIMOTHY M
HELLER WARREN R
HELMS VANN E
HEMBREE KAREN J
HENDERSON CAROLYN M
HENDRICKS DOUGLAS C
HENDRICKS LEE G
HENDRICKS STEPHEN
HENDRIX RUDEEN L
HENNIGER RICHARD E
HENNINGS THEODORE W
HENSON PATRICIA L
HERBST MICHAEL K
HERMAN STEVEN D
HERNANDEZ RAFAEL JR
HERRERA CHERYL J
HERSCH JOHANNA T
HESSEL GEORGE G
HESSON JAMES M JR
HETTWER MICHAEL E
HEYNER GAIL N
HIBBS ALVA W
HICKEY DONALD L
HIGGINBOTHAM CLAUDIUS L JR
HILDEBRAND ELINA M
HILL BRIAN A
HILL BRIAN M
HILL FRANKLIN V
HILLIARD DONALD D
HINES JOHN R
HINGLE EDWARD C III
HIRSH VICKI L
HO GAINES C
HOCKENBERRY MARGARET A
HODGE DONALD M
HODGE JACQUELINE R
HOEFLEIN JOHN J JR
HOFF SANDRA M
HOFF THOMAS C
HOFF TIMOTHY G
HOFFMAN DEBRA J
HOFFMANN PAUL R
HOFMANN WILLIAM T
HOHN DIANE AIUTO
HOHN THOMAS B
HOLAWAY ROBERT R
HOLLAND HAROLD W
HOLM DAVID A
HOLMES BRIAN J
HOLMES MARIA L
HOLT JAMES C
HOOVER CAROL A
HOPKINS ALVIN V
HOPPER LINDA S
HOPSON PATRICIA A
HORN DAWN C
HORN THOMAS J
HORNADAY SHIRLEY J
HORNBUCKLE KEITH F
HORNER WILLIAM H
HOROWITZ ARNOLD N
HORRIGAN III DAVID E
HORTON MARK A
HORVATH DONALD L
HOUCK DAVID J
HOUSER KEVIN L
HOVER DAVID W
HOWARD BARBARA C
HOWELL TED L
HOWEY DAVID A
HRETZ JOHN
HRITZ MICHAEL T
HROMOKO MICHAEL J
HRYNCEWICH ALEXANDER P
HSU ALFRED TW
HSU CHEN C
HSU OTTO
HUBBARD MARY S
HUBERT RICK L
HUDAK JOHN N
HUFFSTETLER SAMUEL B JR
HUFSTETLER GERARD H
HUGHES ERSKINE L
HUGHES TIMOTHY M
HUGHES WILLIAM E JR
HUI PHILIP Y
HUM SPENCER A
HUNT JR THOMAS F
HUNT KEVIN F
HUSSON ARTHUR R
HUTCHERSON RUSSELL C
HUTCHINS SAMUEL IV
HUTCHINSON KENNETH R
HUTSON DARRELL E
HUTSON DEAN E
HUTTON DONNA M
HYDER ALI U
HYNAN JOHN D
INGERSON LAWRENCE H
ISBELL JANICE M
ISRAEL DIANE C
JACK GEORGE A
JACKSON ALLAN S
JACKSON RANDOLPH G
JACKSON YVONNE THOMAS
JACOVIDES GEORGIOS K
JAMISON ROBERT S
JARBOE RALPH L
JEAN FRANK N
JEE LESTER NMN

JEFFERIES MARK A
JEFFREY JEROLD
JENKINS THOMAS R
JIMENEZ RICARDO A
JOHN ANGLE CATHERINE E
JOHN VICKI L
JOHNSON CARLA L
JOHNSON DALE L
JOHNSON ENORRIS
JOHNSON GERALD F
JOHNSON JAMES R
JOHNSON JOHN M
JOHNSON MARK A
JOHNSON MELVIN L
JOHNSON ODELL M
JOHNSON RALPH E
JOHNSON RONALD S
JOHNSON SHARON M
JOHNSON VALERIE A
JOHNSTON LINDA S
JOINER MICHAEL KEVIN
JONES BARBARA K
JONES CAROL R
JONES DANIEL T
JONES GARY V
JONES JACQUELYN H
JONES JOHN W
JONES OPHELIA
JONES RALPH C
JONES ROBERT L
JONES SHARON L
JONES TRACI A
JUAREZ ARMANDO
KABALA ROBERT A SR
KADDATZ JOHN C
KAHLERT JUNE E
KAHN ANN M
KALPHAT LOPEZ HENRIET M
KANDRA DAVID C
KANG SOO I
KAPIL DHARAM P
KARAS JOHN M
KARCHER TIMOTHY D
KARL RICHARD G
KARNEY MARK B
KARNIK DOUGLAS C
KAUFMAN MARK L
KAUTZ WILLIAM G
KAY TIMOTHY R
KEAPPROTH THOMAS A
KEDROWSKY CAROL J
KEEGAN GERALD J
KEESEE FRANKLIN P III
KEETON KIRSTEN J
KEHL DONALD E
KELLER JR JEROME NMN
KELLER RICHARD C
KELLER WALTER R
KELLOGG GARY R
KELLY DAVID A
KELLY SHIRLEY A
KELSO THOMAS M
KEMP ROSEMARY K
KEMPF KENNETH E
KENNAMER DONALD R
KENNAMER JUDY C
KENNEDY JAMES E
KENT JAMES E
KERNER KEVIN A
KERR MICHAEL W
KEUSCH JOSEPH M
KEY PHILIP O
KIANG JULIANN G
KIDD MICHAEL W
KIERMAN EDWARD A
KILLEN ALBERT K
KILPATRICK JOHNNY
KIM YOOBONG
KIMBERLY ANA M
KING DENISE E
KING HENRY J
KINGSTROM KENNETH J
KINSLOW LEO P
KIRCHER ROBERT H
KLEINBERG JOHN M
KLOSE ESTELLE S
KLUTER ROBERT A
KNAPP A DANIEL
KNAPSTEIN JOHN D
KNIERIM EDWARD P
KNOTT STEVEN K
KO ANDREW K
KO KING P
KOFRON MARY P
KOHLER CHARLES R
KORDOWER THEODORE R
KORJACK THOMAS A
KOTCH ALAN A
KRAUS RONALD J
KREITZ KURT W
KROLEWSKI THOMAS C
KRUEGER EARL A
KRUPSKI STEPHEN J
KUBIAK JAMES K
KUCK KRISTOPHER F
KUELLER BRUCE P
KULCZYCKI RICHARD K
KULLBACK RICHARD E
KURZER STEPHEN H
KUTSCH ROBERT C
KWIEDOROWICZ LAURIE A
KYLE BRENDA R
LAFOY BRYANT E
LAHART MARTIN J
LAIL RUPERT C JR
LAIL SAM D JR
LALIBERTE GEORGE A
LAM FOO W
LAMACCHIA ROSEMARIE N
LAMBERT LINDA M
LAMBERT SHIRLEY M
LAMERE LESLEE A
LAMON ELBERT G JR
LAMPTON THOMAS P
LAMSA LORAINE A
LANCASTER JAMES T JR
LANDIN DANIEL W
LANE JOHN ROBERT
LANG CAROLE E
LANG MICHAEL L
LANGEBARTELS LEON A
LANGHOUT JACQUELYN I
LANGHOUT PAMELA S
LASCELLES STEPHEN A
LAVOIE ANDREA M
LAW BRENT M
LAWRENCE MATTHEW C
LAWSON WENDELL G
LEAHY THOMAS J
LEBER JEAN ROBERT
LEBSOCK ROBERT A
LEE CHIT N
LEE DOO J
LEE KAM H
LEE SHARON D
LEMMONS SANTOLA
LENHOFF MARK J
LEON ELIZABETH R
LEONARD DAVID C
LEONARD KATHLEEN
LESER ROBERT J
LESTER MELVIN JR
LEU PAULA L
LEVINE EUGENE W
LEY SOTO RAUL
LIEDEL RONALD J
LIESEGANG ROBERT H
LILGE RALPH W
LINDAUER WALTER H
LINDEN RAYMOND K
LINDLEY JOHN T
LINDSEY ROY D
LINGAR STEVEN W
LINKE SYLVIA F
LINNSTAEDT JOHN B
LIPP LOUIE J
LITTLE JOSEPH S
LITTLE MARK T
LITWINOW WILLIAM S
LIVINGSTON DONALD G
LO RICHARD T
LOCHER ROBERT J
LOCKE PAMELA J
LOCKHART JANET E
LOCKYEAR ROBERT G
LOESCH ATHENA S
LOGAN PHILIP B
LOHRMANN MARK S
LONGHI ALLAN C
LONGTAIN ROBERT L
LOPOLITO ANGELO L
LORSCHEIDER FREDERICK R
LOVE DOUGLAS J
LOVE JAMES M
LOVE MELESIA C
LOVE MILTON W
LOVE RUDOLPH
LOWE GAIL H
LOWELL AVERILL L
LUCAS CAROLYN H
LUCAS ROBERT A JR
LUCERO EDUARDO L
LUCIDI JOSEPH ANTHONY
LUDWIG DAVID W JR
LUJAN IGNACIO JR
LUM GAR SUN
LUNDEN ROBERT B
LUNDY JUDY D
LUPO MICHAEL V
LUTE ANDREW NMN
LYLE MORRIS
LYON SUZANNE C
LYONS ROBERT C
LYTLE DIANE HARVEY
MA ANH T
MACINTIRE DAVID L
MACKOVJAK JOSEPH
MACMILLAN GEORGE A
MADDEN JOHN D
MADL JAMES E
MAESE MARTIN E
MAGEE JACKIE J
MAGILL CYNTHIA H
MAHAFZA SHERRY R
MAHAN DANNY M
MAI THANH K
MAISEL KEVIN A
MAK BING
MAK TING HEI
MALISZEWSKI BERTHA J
MALLARD SCOTT R
MALLIN BARBARA D
MALONE ROBERT L
MALUSZCZAK EDWARD M
MARCET HARRIET I
MARCHINDA LOUIS C JR
MARCOTT DANIEL J
MARDIS DANNY M
MARIANS ROBERT J
MAROTTA STEPHEN A
MARR ESTELLE F
MARR ROY THOMAS
MARSH DONALD D
MARSH JULIA J
MARSH PATRICIA J
MARSHALL GERALDINE R
MARSHALL HENRY A
MARSHALL RICHARD J
MARSILI ROBERT A
MARTINEZ DIEGO
MARTINEZ IVAN
MARTINEZ RICHARD O
MARTURANO MATHEW J
MASLANKA EMIL E
MASON JAMES R
MASSEY PAUL JR
MASSIE CURTIS C
MATLOCK JEAN H
MATTEI MARGARET G
MATTHEW CANDACE
MATTHEWS JUDITH I
MATTOX ELLEN L
MATUSA MICHAEL A
MAXWELL DONALD M
MAYER LADDE L
MAYFIELD CORA L
MAYNARD ALAN H
MAYNARD LORRAINE M
MAZZA PATRICIA A
MCALLISTER PATRICIA M
MCARDLE RICHARD A
MCAULIFFE MARK E
MCAVAY WILLIAM F
MCCAIN ROBERT W
MCCALL PETER L
MCCARROLL SANDRA
MCCASKEY MARGARET EG
MCCLELLAN GARY W
MCCLIMANS LARRY R
MCCLINTOCK STEPHEN J
MCCOY BILLY JOE
MCCRACKEN NED R II
MCCREARY JOHN N
MCCUTCHEON WENDY J
MCDANIEL STEVEN A
MCDANOLDS RICHARD T
MCDONALD ELISA P
MCDONALD PAMELA M
MCDONALD ROBERT
MCDONALD SCOTT A
MCDONOUGH JOHN HENRY JR
MCDOWELL SAMUEL B
MCELYEA DONALD L
MCGHEE RINNETTA D
MCGINNIS BILLIE C
MCGOVERN RICHARD T
MCGOWAN RAYMOND C
MCGOWAN ROBERT B
MCGUIRE KAREN LAPAJENKO
MCHALE MARY E
MCKAY STEPHEN A
MCKEE ALVIN A

MCKEEL DEANNA L
MCKINNIS SUSAN M
MCLEMORE DEBORAH K
MCLURE ROBERT A
MCPHERSON GARY L
MCPHERSON GLENN R
MCWILLIAMS GARY B
MEADOWS HESTER R
MECKEL FRANCES J
MEDLEY RICHARD
MEDLEY RUSSELL R
MEDRANO THOMAS F
MEEHAN JAMES R
MEGEATH SAMUEL A JR
MEINERT MATTHEW G
MELANSON PEGGY A
MELLGREN JOHN J
MENCKOWSKI DENNIS S
MENDOZA JUAN L
MENEFEE SHARION
MERKEL JAY P
MERTA DAVID L
MESSER WILLIAM R
METEVIER CHRISTOPHER J
MEYER GARY L
MEYER GEORGE J JR
MEYER ROBERT J
MICHALENKO MARK A
MICHEL RONALD
MIDURA RAYMOND P
MIKULA GERARD A
MILAM GARY R
MILENKOWIC PAUL W
MILKS WESLEY A
MILLER DANIEL D
MILLER DOUGLAS R
MILLER JAMES H
MILLER QUEEN E
MILLER RUSSELL F
MILLER WAYNE E
MILLS RANDALL S
MIRABELLA ANTHONY T
MISCHITELLI RALPH P
MISEK DAYLE E
MISKELLEY JAMES M JR
MITCHELL BRIAN M
MITCHELL ROBERT A
MITSCHLATIS WOLFGANG G
MIZERKA LAWRENCE J
MOBLEY EDWARD L
MOELLER ANNE V
MOELLER GERALD L
MOEN TERRY D
MONACO STEPHEN D
MONETTE JOHN E
MONGOLD JILL S
MONK VIRGINIA C
MONROE BOBBY J
MONTGOMERY JAMES I
MONTGOMERY STEPHEN J
MOONEY CYNTHIA L
MOORE BOBBIE M
MOORE COLLEEN M
MOORE JAMES R
MOORE PETER N
MOORE SHONN A
MORASH JOHN F JR
MORELAND LISA R
MORETTI ANTHONY J
MORGAN KATHLEEN R
MORRIS ANDREW S
MORRIS DOUGLAS N
MORRIS LINDA A
MORRIS MARY A
MORRISON JOSEPH A
MOSS VIRGINIA R
MOURAD TALAL F
MOVIC MARY E
MRAZ ANDREW P
MUELLER JAMES B
MULLER MARJORIE KROPP
MURPHY GERARD A JR
MURPHY LITA J
MURRAY HARRY L
MUSSER ROBERT N
MUZA STEPHEN R JR
MUZZELO LARRY M
MYSLIWIEC WILLIAM J III
NAIR SRIKANTAN S
NANAWA ENRIQUE F
NAPPI JERRY P
NEE GARRETT E
NELSEN BURNELL E
NELSON DUANE R
NELSON PAUL A
NELSON STEVEN G
NESBITT LAURA T
NEWELL WILLIAM E
NEWLAND JOHN W III
NEWMAN JAMES A
NEWSOM TERRY W
NEWTON MICHAEL B
NGUYEN DANH T
NGUYEN HUNG T
NGUYEN SON TRUONG
NICHOLAS REGINALD O
NICHOLS DWIGHT E
NICHOLS LARRY W
NIX HASSELL K
NIX JAMES L
NIXON DAVID G
NIXON PATRICK B
NOBLE DAVID E
NORFLEET JACK E
NORMAN RUTH L
NORTON JOHN E
NOVICK PAUL M
NOVLAN DAVID J
NUTTALL THOMAS E
OCONNELL MICHAEL W
ODELL LINDA L
ODOM ROGER D
OHARA MARY T
OKREPKI HOMER L
OLEINIK LEONID
OLEKSYK LAURIE E
OLIVER ARNOLD E
OLSEN HENRY J
OLSON ALLAN R
OLSON JEFFREY C
OLSON ROGER J
OLVERA CATHERINE H
ONATE VICTOR M
ORF THOMAS R
ORGANEK MICHAEL J
ORLINO DREW G
ORLOWICZ MICHAEL J
OSBORNE WILLIAM I
OSIECKI LAWRENCE T
OTTEN CHRISTINE M
OVERTON DEBORAH A
OWEN PHILIP R JR
OWENS FREDERICK S JR
OWSLEY GORDON S
OZIMEK ANNE F
PACE HERBERT JR
PACELLA GARY A
PACHECO ANGEL M
PACKARD DOUGLAS W
PADDEN MICHAEL C
PADGETT SUSAN K
PAGAN JOSE L
PAGE PATTI W
PAGOULATOS GERASSIMOS M
PAIGE MARY V
PAINE JEFFREY M
PAINTER LORETTA D
PALOMINO GABRIEL
PANNELL SHEILA BROWN
PAOLELLA DOMINIC J
PAPA PATRICK A
PAPKE DONALD P JR
PARADISE ROBERT B
PARIKH BHARAT A
PARKER CHARLES A
PARKER DOUGLAS P
PARKER JAMES D
PARKER JOYCE M
PARMENTER MICHAEL G
PARR WILLIAM D
PARRA DEBRA K
PARRISH DIANNE L
PARSLEY WILLIAM R
PARTON GREGORY S
PASCHAL ALESYA M
PASIKOWSKI GREGORY
PATEL KIRAN B
PATRICK DOUGLAS A
PATRICK FORDHAM G
PATRICK LEN R
PATTERSON ALBERT E IV
PATTERSON WESLEY D
PATTERSON WILLIE K JR
PATTY ROBERT W
PAYNE LINDA S
PEA JANET M
PEAGLER ROBERT L
PEARCE CAROL K
PEAY SANDRA W
PECHULIS ROLAND H
PEKNY WILLIAM M
PENNINGTON BETTY J
PEPIN ARTHUR D
PEREZ ANDREW J
PERRY ALAN W
PERRY CONSTANCE M
PERRY ROBERT B JR
PETERSON ROBERT A
PETERSON WILLIAM A
PETOUSES NICHOLAS
PETRON DOUGLAS W
PEZZANO ANTHONY NMN
PHALANUKORN WANCHAI
PHAM TUAN N
PHEBUS RICHARD R
PHILLIPS GREGORY M
PHILLIPS MARGARET A
PHILLIPS PATRICIA H
PIELA CHARLES
PIERCY JOHN M
PIERSON DANIEL NMN
PIERSON JEFFREY L
PIETRUSZKA RAYMOND J
PIETRZYK WILLIAM
PIETTE DIANE B
PILLALAMARRI RAMAKRISHNA S
PINKSTON DEBORAH
PINO RICHARD D
PINSON KIRK S
PIPER ADMIRAL S
PIPER BRUCE G
PIRO JAMES NMN
PLOTKOWSKI PATRICIA E
PLUHAR ELIZABETH A
PLUSHNIK KAREN E
POCRATSKY MICHAEL J
POHL LEONARD S
POLITE THOMAS J
POLLARD RAYMOND J
POLLMANN SUSAN ROHLFING
POLO NOREEN M
POPE JOHN T
PORTER GORDON
PORTER WILLIAM N
POSADAS PEDRO NMN
POTTER JUDY M
POTTER MELISSA K
POTTER RICHARD B
POWDERLY CRAIG D
POWELL RICHARD L
PRAPAS DEMETRIOS K
PRASAD PRAVEEN K
PRIBYL RICHARD J JR
PRICE ALBERT W JR
PRICE BARRY J
PRICE DANIEL A
PRICE MARY E
PRITCHARD ANGELA M
PRITTS CATHY N
PROBST MARK R
PROCTOR MARGARET D
PROST TIMOTHY J
PRUZINSKY STEPHEN P
PUCKETT ARNOLD A JR
PURDY MARK L
PUSTERHOFER JOHN J
QAMRUZZAMAN MOHAMMED
QUEEN EDWARD J
RABB DAVID R
RABY JOHN W
RACHLIN SHELDON M
RACKLIFFE JONATHAN R
RADZIMINSKI CORBY L
RADZIMINSKI JOHN W
RAFFEL GREGORY G
RAGLIN MARK A
RAINEY WAYNE D
RAISLER ROBERT B
RAJKOWSKI ERIC V
RALEIGH DANIEL P
RALEY MAUREEN ANN
RALLECA GLICERIO R JR
RAMASWAMY RAMANATHAN NMN
RAMEY RICHARD A
RANDALL DAVID A
RANDALL PATRICIA J
RAPKA RONALD J
RAPPAPORT ARNOLD A
RARICK JAY A
RASMUSSEN CAREN N
RAUCH KRAIG S
RAVENEL CYNTHIA D
RAWLS VERONICA J
RAY DONNA A
RAY JIMMIE W
RAY PATRICK D
REAS GARY L
REAVIS MARK E
RECKER FREDERICK E JR
REDRICK RALPH T

REED WILMA G
REESE WILLIAM C
REICH EVERETT C
REID ALEXANDER A
REISEL JAMES T
REITER ALAN C
RENAIRI RICHARD C
REYNOLDS CLIFTON O
REYNOLDS JOHN G
REYNOLDS KENNETH C
REYNOLDS ROBERT G
RHEN CLAUDIA L
RICE KENNETH B
RICHARDS GORDON G
RICHARDS HELEN C
RICHARDSON LAWRENCE M
RICHARDSON MICHAEL K
RICHARDSON ODEAL W
RICHARDSON RICKY L
RICHARDSON WILLIAM A JR
RICHEY SHIRLEY C
RICHMOND MALINDA JOYNER
RIDGEWAY LARRY G
RILEY NONA M
RITCHEY WILLIAM D
RITTER KIRK D
RIVERA EDWIN F
RIVERACOTTO JOSE A
ROACH ALEXANDER H JR
ROACH LISA K
ROBERTS BARRY W
ROBERTS DONALD E
ROBERTS GLEN S
ROBERTSON BARBARA J
ROBERTSON CHARLES J
ROBERTSON LARRY D
ROBERTSON LINDA S
ROBERTSON SARAH R
ROBINSON CHARLES B
ROBINSON FRANK M SR
ROBINSON RICHARD M
ROBY DEREC R
ROCHE WILLIAM H
RODEN DAVID L
RODGERS PHILLIP T
RODRIGUEZ ARLENE
RODRIGUEZ ROSALIO JR
ROESER RONALD C
ROGERS STEPHEN L
ROLLER CARL H
ROMANOWSKI TOMMY K
ROMMEL KURT E
ROPER RANDAL G
ROSE PATRICIA A
ROSEN DAVID L
ROSENBLUTH MURRAY NMN
ROSENKRANS ROBERT L
ROSENTHAL RONALD R
ROSS JESSE M
ROTTER SHEILA I
ROUSE EVELYN S
RUBICK LAURIE L
RUCCO VICKY S
RUCKI JOHN M
RUDY REBECCA N
RUH WALTER E
RUHNKE JULIA PICUS
RUSSELL ERNEST R
RUSSELL RHEA L
RUTA WILLIAM B
RUTH DEBORAH T
RYAN DELORES M
RYAN JAMES R
RYAN JOSEPH E
RYAN MICHAEL E
RYBAT DAVID
SABO MARTHA A
SAGE HEINZ G
SAGUE DAVID M
SALAS VERNAY V
SALAZAR WILLIAM E
SALERNO JOHN F
SALINAS NIX VELMA
SALINAS WILLIAM D
SALLEEJACKSON JUNE
SALMAN ANITA EVELYN
SAMPLES RICHARD W
SAMPSELL NANCY C
SAMPSON JAMES R
SAMS RODNEY W
SANCHEZ TAMMY L
SANDERS MAX F
SANDERSON THOMAS E
SANDOVAL MARIO A
SANFORD LEONARD
SANGTINETTE WILLIAM P
SANTIAGO ANGEL L
SAPERSTEIN MARC D
SATILI DOMINIC
SATILI SEKER S
SAUTE BRIAN D
SAYER BARRY GENE
SCANLAN JOSEPH R
SCHAAP GARY D
SCHAEDEL STEPHEN F
SCHAEFER ANTHONY M
SCHAFFER GLENN S
SCHARRA MICHAEL J
SCHATZ JOHN T
SCHEFFLER BARBARA A
SCHELLENBERG EARL E
SCHIMMINGER JOSEPH P
SCHINDEL EDWARD F JR
SCHLAGER JOHN JOSEPH
SCHLOSSER WILLIAM
SCHMID PETER A
SCHMIDT EDWARD W
SCHMIDT MALINDA G
SCHMIDT RAEF A
SCHNEIDER DANIEL DIMMA
SCHNEIDER WILLIAM L
SCHNEPP DERALD R
SCHNURR THOMAS R
SCHOLTES RONALD T
SCHOMP PEGGY A
SCHONER CYNTHIA L
SCHREUDER GIBSON HEIDI L
SCHROEDER KEITH M
SCHUCK JON C
SCHUETZ GERALD D
SCHUETZ KEITH M
SCHUMACHER DANIEL M
SCHWARTZMAN ALVIN NMN
SCHWEGLER ELIZABETH M
SCONIERS WINSTON B
SCOTT DAVID C
SCOTTI ANN F
SEARS TIMOTHY W
SEBASTO ANNA G
SEGNER DAVID L
SEIBEL KENNETH H
SELF WILLIAM M III
SELK MICHAEL W
SELLERS RAY K JR
SENICK JOHN R JR
SENNETT MARTIN P
SERWICK PHILLIP C
SEVACHKO MARK D
SEVERINO ALFONSO M
SEXTON SHERRY L
SHADOVITZ CHESTER L
SHADOWENS JAN NMN
SHAH MUKUND C
SHAPIRO PAUL B
SHAPPEE GAIL M
SHARP JOHN E
SHEATS JOHN W
SHELTON MARTHA T
SHEPECK WILLIAM F
SHEPHERD JEFFREY T
SHICHTMAN MELVYN J
SHIELDS JEFFERY M
SHINBUR JEAN M
SHOOP JOHN D
SIEGEL RONALD A
SILVOLA PATRICIA A
SIMMONS DELBERT B
SIMONS MARK T
SIMONS STEVEN L
SIMPSON DIANE
SIMS MICHAEL T
SINGH ARVINDER B
SIRON DIRK E
SITROON CAROL A
SIU KING K
SKELTON PHILIP E
SKIPLE SCOTT A
SKRINJORICH DONALD A
SLOAN CHARLOTTE M
SMALL DANIEL J
SMITH BARTLEY O
SMITH CARLTON L
SMITH CASSANDRA CRUMES
SMITH CHARLES B
SMITH CHARLES F
SMITH ELAINE ROSITA
SMITH HAROLD
SMITH HOMER D
SMITH JAMES A
SMITH JAMES W
SMITH JEAN B
SMITH JEAN H
SMITH JOSEPH J
SMITH JR PETER J
SMITH LLOYD E
SMITH MARK S
SMITH ORSON C
SMITH PAUL M
SMITH RALPH E
SMITH RAYMOND C
SMITH TIMOTHY L
SMITH WILLIAM R
SOKOLIS BERNARD A
SOLOMON BARRY A
SONDEEN JILL L
SOPOK SAMUEL R
SOTOMAYOR HARRY A
SOTSKY LAWRENCE NMN
SOURWINE DARREL A
SOUSK STEPHEN F
SOVA ALLEN J
SOVA JOSEPH T JR
SPADAFORE JOHN W
SPARKS ROBIN J
SPEAR DIANE J
SPEER GERALD L
SPENCER JOSEPH E
SPENCER RICHARD M
SPINE ROBERT J
SPISAK CRAIG A
SPIVEY PATRICIA D
SPRINGER ANGELA H
SPURLOCK MARTHA A
SQUEO SHARON M
SQUIRES LAWRENCE B
ST JEAN DIANNE C
ST PETER MICHAEL P
STAGGEMEIER SUE E
STAGGS JUDITH A
STAHARA THEODORE J
STANEK JOSEPH P
STANOSHECK MICHAEL J
STARKEY DONALD J
STARNES JOHN H
STATES PATRICIA J
STEELE EUGENE G
STEELE MELANIE H
STEGMAN STEVEN J
STEIGER MICHAEL S
STEINBERGER JAMES T
STENSAAS GREGORY LEE
STEPHENS DOUGLAS L
STEWART BOBBY R
STEWART DAVID L
STEWART ROBERT W
STILL MELINDA K
STILL TAMMY F
STITELY MICHAEL D
STRATTON BARBARA F
STRAWBRIDGE JOHN B II
STREET DIANE L
STRICKLAND RONALD E
STRIETER MARILYN E
STROLLO LORRAINE L
STROM KENNETH S
STRYKER RICHARD W
STUROS PETER T
SUBRIZI ANTHONY J
SUCHTA LEAH E
SULLIVAN JOHN J
SULLIVAN MARY S
SULLIVAN STEVEN D
SURENDRAN MUNUKUR R
SUTHERLIN JANE H
SUTTON LAWRENCE R
SVETLAUSKAS RICHARD
SWAFFORD SANDRA A
SWAN RAYMOND E
SWEENEY J MARK
SWENARTON CHRISTOPHER W
SWIGER JAMES W
SZCEPANSKI RICHARD M
SZERSZYNSKI ROBERT J
TALPAS EDWARD G
TAPP CHARLES E
TARTAGLIA DANIEL
TATE RALPH O
TAUCHEN BRYAN J
TAYLOR EARNEST L JR
TAYLOR FRED W JR
TAYLOR JEFFREY G
TAYLOR TERRY L
TEDESCHI KENNETH L
TEITELBAUM FAITH H
TERRY ANNE F
TERRY TAMMIE S
TERSY JORGE
TESTA RONALD G
THEODOROU GEORGE S
THOMAS ANN B
THOMAS BEVERLY Y
THOMAS JAMES D

THOMAS LORENZO
THOMAS ROBERT L
THOMAS STEVEN B
THOMAS TANYA D
THOMAS TONY L
THOMASON BRADLEY O
THOMPSON JILL C
THOMPSON MARK C
THOMPSON RONALD A
THOMPSON STEVEN W
THORN RICHARD H
THORNE DAVID R
THORNTON ALVIN D
THROCKMORTON HODGES T
TIEDEMAN ROBERT F
TIERNEY JAMES J
TIGNOR JERALD F
TILLMAN MARK D
TINDAL NAN E
TISLER JEROME T
TKAC STEPHEN H
TOBIAS JOHN M
TODD BYRON N JR
TOELAER JOHN C
TONUS LYNDA
TORRES AXEL E
TOWNSEND TERI BEAHM
TRACY BARBARA A
TRAMMELL WALTER L
TRASK KRISTEN LEE
TRAVISANO MICHAEL A
TRAYLOR JOHN B
TRETIAK STEFAN P
TRITT DAVID L
TROIANO EDWARD J
TROISIO RALPH A
TROXEL DAVID R
TUCKER GARY L
TUCKER JACK C JR
TUCKER ROBERT E
TUCKER THOMAS G JR
TUREK RICHARD W
TURNER DOYLE D
TUTAK WALTER E
TWEED TIMOTHY G
TYSON WALTER L
UNSWORTH KELLIE B
URBANIK JOSEPH EDWARD
UTTERBACK JAMES S
VAIL CHARLES M
VALE DAVID P
VAN HORN ALBERT W
VANLEEUWEN VICTOR L
VANSICKLE LLOYD J JR
VANSTONE STEVEN D
VANSWEARINGEN JOHN IV
VARCHO JAMES F
VEAUTOUR SANDRA N
VEGH DARRYL J
VENA JANET
VENO NICOLETE CAM
VENOS MICHAEL J
VERMONT CLIFFORD S
VILHAUER STANLEY H
VINCENC KAREN M
VISSER MALCOLM H
VISWANATHAN SUBRAMANIAN
VIZE JOSEPH C
VOGEL JONATHAN H
VOGT WILLIAM V
VONSPAKOVSKY ALEXIS P
VORACEK DONALD F
VOS NITHA K
VUONG FRANCISCA R
VUONG MINH
WADSWORTH FLOYD J JR
WAGSTAFF ALLEN JR
WAHL MICHAEL D
WAKEFIELD LARRY W
WALCH HARRY A
WALDMANN DAVID L
WALK KATHLEEN T
WALKER DONALD F
WALKER KAREN A
WALKER PHILLIP B
WALLACE DAVID A
WALLACE PETER J
WALLS ADRIENNE M
WALTON CHARLES J
WAMPLER O RALPH
WARD C DAVID
WARD PATRICIA L
WARF CAROL S
WARNER JAMES E
WARSHAW MARIE B
WASHINGTON PHYLLENE
WASILEWSKI ROBERT A
WASNIEWSKI BEVERLY F
WATSON C PHILLIP
WATSON JAROME
WATT EDWARD D
WATTS CHARLES S
WAXMONSKY THEODORE L
WAYMIRE WILLIAM J
WEATHINGTON ANDREA A
WEBSTER JIMMY L
WEEMS JOHN S
WEHMHONER FRANKYE E
WEIGARTZ THOMAS A
WEIGER RUSTY L
WELLS SHARON C
WELLS THEODORE D
WELLS TIMOTHY W
WELTZIEN HENRY C
WENTLING JOHN O
WERTH DENNIS W
WESENSTEN NANCY JO
WEST CAROL L
WEST WILLIAM A
WESTONDAWKES MARK
WHEELER BRIAN D
WHEELER THEODORE W
WHISNANT THOMAS D JR
WHITAKER JOHN T
WHITAKER LEWIS A
WHITCRAFT DAVID R
WHITE GEORGE T III
WHITE JAMES M
WHITE RONALD L
WIAND DARRELL F
WIEDMANN JOSEPH J
WIERENGA GREGORY K
WIEST ROGER C
WIGHT GEORGE R
WILCOCKS ROBERT N
WILL JOEL RON
WILLETTE PATRICIA E
WILLIAMS DANIEL L
WILLIAMS DARRYL E
WILLIAMS DIANE P
WILLIAMS JAMES F
WILLIAMS KAREN E
WILLIAMS LEROY J JR
WILLIAMS RALPH M JR
WILLIAMS RICHARD M
WILLIAMS RUTH M
WILLIAMS WOODROW A
WILLIS HERMAN F JR
WILLUWEIT ROLAND D
WILSON GERALD T
WILSON RICHARD A
WILSON WESTER R
WINNE MICHAEL D
WINTER JOHN J
WISE CHERYL A
WISSER ROBERT C
WITCZAK SHARON M
WITHERELL MARK D
WITT ARTHUR A
WITTE DARYL F
WIX HENRY D JR
WLODARSKI MARGARET F
WOHLIN WANDA M
WOLF WAYNE L
WOLFINGER ROBERT J
WOLFINGER WILLIAM R
WONG DOUGLAS C
WOOD GWEN D
WOOD SAMUEL B
WOODARD PAMELA H
WOODHOUSE JIN YOUNG K
WORACEK JOHN L
WRIGHT JEFFREY L
WRIGHT NOEL J
WRIGHT RICHARD W
WUESTER ERWIN A
WUNDER RALPH D
WYLIE JAMES
WYNNEGEORGE BRENDA L
WYSKIDA ALAN R
YALAMANCHILI RAO NMN
YAMARIK KATHLEEN A
YANICK ROBERT H
YANULAVICH ROBERT J
YAO PAUL
YEARLEY ROBERT J
YEE YOUNG P
YOCOM ROGER L
YOST THOMAS W
YOUMANS WILLIAM C
YOUNG CAROLYN M
YOUNG MARK A
YOUNKINS MICHAEL A
ZACHGO JACQUELINE D
ZALASKY THOMAS M
ZANDI BAHRAM
ZANELLI LOUIS S
ZANZALARI ROBERT M
ZARRET EDWARD L
ZEEK FRANK L
ZELIK HYNEK J
ZIEGLER LAURA J
ZIMMERMAN JOHN L
ZINKE ROBERT D
ZOLTAK JOSEPH T
ZUMBRUNNEN RICHARD L
ZUPKO DAVID C
ZUZANEK THOMAS E

THE COMPETITIVE DEVELOPMENT GROUP

By Clark F. Rehberg II

What's a Competitive Development Group?

The Competitive Development Group (CDG) is a group of high potential GS-13s, competitively board selected, who will be provided expanded training, leadership, and career development opportunities. It is envisioned that these highly qualified individuals will be most competitive to become the future leaders in the Army acquisition community.

An initiative of the Army Acquisition Corps (AAC) Reengineering Team, the CDG Program is designed to be a critical component of a set of programs being developed to fulfill the AAC vision, "A small premier professional corps of acquisition leaders willing to serve where needed and committed to developing, integrating, acquiring and fielding systems critical to decisive victory . . . for the 21st century."

Program Objectives

The objectives of the CDG Program are as follows: select the very best GS-13s from among those eligible to apply; broaden the leadership and management skills of each member; develop future leaders in functional acquisition career fields; and expand each member's knowledge of the acquisition process outside of their own acquisition career field.

Program Highlights

All GS-13s that have applied and been accepted as corps eligibles (CE), as well as all GS-13 members of the Army Acquisition Corps, may apply and compete for the CDG Program. Pages 42-44 of the May-June 1996 issue of *Army RD&A* magazine provide full details for applying to become corps eligible. Anyone interested in being considered for the FY97 annual selection for the CDG must submit the CE application to the Director for Acquisition Career Management (DACM) no later than Aug. 15, 1996. Therefore, it is highly recommended for those eligible GS-13s who have not applied for CE status, to do so immediately. More information on the CE Program may be found in a separate article on page 12 of this magazine.

A central selection board, composed of functional and command representatives, will annually select up to 25 individuals for the CDG. Although only the best candidates will be selected for the program, it is envisioned that each acquisition career field will be represented. It is important to note that CEs and Army Acquisition Corps members may apply and compete every year, without restriction, for membership in the CDG.

Upon selection to the CDG, individuals will be centrally managed while in the program. Each group of CDG members will be identified throughout the program by their year group. Selectees will have a mentor assigned to assist and provide guidance throughout the training period. CDG members will be assigned to centrally funded developmental positions for up to three years based on their individual experience, education, and training needs. These positions will be located throughout the acquisition community. CDG members will receive priority access to cross functional training and advanced leadership/management courses. Graduation from the program will entail

CDG OBJECTIVES

- SELECT VERY BEST GS-13s
- BROADEN AND SUBSTANTIATE LEADERSHIP SKILLS
- DEVELOP LEADERS FROM ALL ACQUISITION CAREER FIELDS
- EXPAND ACQUISITION EXPERIENCE BY ONE OR MORE CAREER FIELDS

CDG HIGHLIGHTS

- CEs and AAC GS-13s INVITED TO APPLY
- CEs AND AAC GS-13s COMPETE ANNUALLY
- CENTRAL BOARD SELECTION
- SMALL GROUP SELECTED EACH YEAR
- MEMBERS CENTRALLY MANAGED
- 3 YEAR PROGRAM
- PRIORITY ACCESS TO CROSS FUNCTIONAL AND ADVANCED LEADERSHIP COURSES
- UPON COMPLETION, CORPS ACCESSION

successful completion of the requirements identified in the Individual Development Plan within three years or by selection for promotion to a critical acquisition position (CAP). In either case, all CDG graduates who are not in the Acquisition Corps will be accessed.

Application and Selection Process

Certified corps eligibles and GS-13 Army Acquisition Corps members will self-nominate, but supervisor and senior rater participation will be needed to complete the application. The actual submission requirements will be stated in the announcement. The announcement date has not been set, but is expected to be September 1996 with applications due in November 1996.

A PERSCOM-convened selection board will be staffed by senior functional area and command representatives from the acquisition community. The list of selectees will be widely publicized through a variety of information media.

Training Program

All CDG selectees will start their program by attending a unique orientation seminar in the Washington, DC, area. At the orientation, the newly-selected individuals will be welcomed to the program by the DACM. Central to the orientation is the joint development of an Individual Development Plan (IDP), involving the selectee's mentor, a functional specialist from the individual's career program, a representative from the Acquisition Education and Training Division of the Office of the Assistant Secretary of the Army (Research, Development and Acquisition) (OASARDA), and a PERSCOM proponency specialist. The IDP will be specifically tailored to the individual's needs based on a careful review of their previous training, educational level attained, and prior job assignments. A combination of education, training, and career development opportunities will be offered to complement their professional and leadership development.

It is important to note that Corps Eligibles and Army Acquisition Corps members may apply and compete every year, without restriction, for membership in the Competitive Development Group.

Have I Perked Your Interest?

If you are interested in the CDG Program, first ensure that you have been certified corps eligible (CE) or are a current member of the Army Acquisition Corps, Second, watch for your invitation to apply, which is expected to be out in September.

CLARK F. REHBERG II is an acquisition program management officer responsible for civilian proponency programs with the Army Acquisition Corps Reengineering Team, Office of the Assistant Secretary of the Army (Research, Development and Acquisition). He is a member of the Army Acquisition Corps with more than 20 years of acquisition experience.



Herrmann Hall, where the Naval Postgraduate School superintendent, provost and deans have their offices.

ACQUISITION EDUCATION AT THE NAVAL POSTGRADUATE SCHOOL

By Dr. David Lamm

Army Acquisition Corps Participation

More than 50 military and civilian members of the Army Acquisition Corps (AAC) are currently pursuing graduate degrees in a variety of disciplines at the Naval Postgraduate School (NPS). Located approximately 120 miles south of San Francisco on the Monterey Peninsula, NPS offers a variety of master's and doctoral degrees in engineering, business and technology fields. Established in 1909 at the Naval Academy in Annapolis, the Naval Postgraduate School moved to its present location (the former Del Monte Resort Hotel) in 1951.

Over the last several years, NPS and the Army acquisition community have developed close ties. The major concentration of Army officer and civilian students are enrolled in the Systems Acquisition Management (816) curriculum in the Systems Management Department. This 18-month curriculum is sponsored by the Military Deputy to the Assistant Secretary of the Army (Research, Development and Acquisition), who is currently LTG Ronald V. Hite, and focuses on the program management career field primarily for functional area (FA) 51 officers and program management civilians.

The Acquisition and Contract Management (815) curriculum, which is also 18 months, is geared toward the contracting career field for FA 97s and civilians. Both of these curricula lead to the M.S. degree in management and include, not only Army students, but also Navy and Marine Corps officers and civilians, as well as international students from several allied nations. In addition to the acquisition curriculum, Army officers and civilians also attend various engineering and technology programs, which include acquisition course work. NPS operates on a 12-week quarter system with classes in attendance year round. The management curriculum generally begins in January and July of each year while the engineering and technology curricula have various inputs throughout the four quarters (January, April, July, October) depending upon the program selected.

Acquisition Curricula

Both the Acquisition and Contract Management (815) and the Systems Acquisition Management (816) curricula were recently restructured to meet Army education/training requirements and consist of six quarters devoted to fundamentals courses (accounting, economics, management, mathematics, statistics) and graduate core courses (strategic management, information systems, policy analysis, operations research, public policy and budgeting). The major thrust of each curriculum, however, is the specialty courses. The 815 program includes contracting and program management courses which are shown in Figure 1. Completion of the 815 curriculum for Army students leads to the M.S. degree in management and also satisfies the Defense Acquisition University (DAU) training requirements through Level II in contracting, systems engineering, software acquisition management, and program management and Level III in test and evaluation.

The 816 curriculum consists of acquisition courses which are shown in Figure 2. Completion of the 816 curriculum for Army students leads to the M.S. degree in management and also satisfies the Department of the Army training requirements through Level I in contracting, Level II in software acquisition management and systems engineering, and Level III in program management (PMT 302) and test and evaluation. This curriculum also satisfies the Acquisition core requirements (ACQ 101 and ACQ 201), as well as the Army's Materiel Acquisition Management (MAM) Course at Fort Lee, VA. Both the 815 and 816 curricula also satisfy one year of the experience requirement in their respective career fields.

Known as the "Hybrid" curricula, various

Contracting and Program Management Courses

Acquisition and Contract Management Curriculum (815)

- Principles of Acquisition and Contracting
- Contract Pricing and Negotiations
- Contract Law
- Contract Administration
- Acquisition Management
- Seminar for Contracting Students
- Principles of Program Management I and II
- Acquisition of Embedded Weapon Systems Software
- Test and Evaluation
- Systems Engineering for Acquisition Managers

Figure 1.

Acquisition Courses

Systems Acquisition Management Curriculum (816)

- Systems Acquisition and Program Management
- Financial Management in the Armed Forces
- Logistics Engineering
- Acquisition of Embedded Weapon Systems Software
- Quality Assurance and Reliability Methods
- Test and Evaluation
- Principles of Acquisition and Contracting
- Contract Pricing and Negotiations
- Systems Engineering for Acquisition Managers
- Program Management Policy and Control
- Program Management Exercise
- Seminar for Program Management Students

Figure 2.

technical and engineering degree programs are available for FA 51s and FA 53s to obtain an engineering/technical degree while at the same time satisfying the Defense Acquisition Workforce Improvement Act (DAWIA) Level II requirements in program management, systems engineering and software acquisition management, and Level III requirements in test and evaluation. This can generally be accomplished in eight to nine quarters and is available in the following curricula: Aeronautical Engineering (610), Information Systems Technology Management (370), Mechanical Engineering (570), Electronic Systems Engineering (590), Combat Systems Sciences and Technology (533), Computer Science (368), and Operations Analysis (360).

Acquisition Seminars

An extremely important aspect of the acquisition curriculum is staying in constant touch with the pulse and direction of the acquisition profession, both in terms of relevancy and currency in an ever-changing environment. One method by which this is accomplished is through weekly seminars for contracting and program management students. Meeting every Thursday, these seminars are structured to bring prominent acquisition officials from both government and industry into a dialogue with students on a non-attribution basis to discuss problems and issues faced by the guest speaker and his/her organization. From time to time, an entire day is devoted to visit industry plants and government facilities on a "total emersion" basis, getting to know the organization's operations and key players. Examples of recent Army acquisition-oriented speakers in both the Contracting Seminar and the Program Management Seminar include:

- David Stone, Vice President Contracts, Hughes Aircraft Co., Tucson;
- BG David Gust, Program Executive Officer, Intelligence and Electronic Warfare;
- Susan Pasternick, PM, Gen II Soldier Systems, Motorola Corp.;
- Bill Montalto, General Counsel, House Small Business Committee;
- Gil Decker, Assistant Secretary of the Army (Research, Development and Acquisition);
- Keith Charles, Deputy Assistant Secretary for Plans, Programs and Policy and Deputy Director, Acquisition Career Management;
- Bud Laughlon, Senior Vice President, Loral Vought Systems;
- COL Chet Rees, PM, Utility Helicopters;
- MG William Campbell, Program Executive Officer, Command, Control and Communications Systems;
- George Williams, Program Executive Officer, Tactical Missiles;
- Vicky Armbruster, Deputy PM, Air Ground Missile Systems;
- COL Wayne Sittler, Commander, Electronic Proving Grounds;
- Mel Brashears, PM, Lockheed Martin;
- COL Tom Sinclair, Commander, Close Combat Armament Center, Picatinny Arsenal;
- CPT Dave Sona, USN. Commander, Defense Contract Management Command, Hughes, Tucson;
- COL Rick Bailer, Commander, Army Test Center, Aberdeen Proving Ground, MD;
- LTG Otto Guenther, Director of Information Systems for Command, Control,

Communications and Computers; and

• MAJ Damon Walsh, PCO, Armament and Chemical Acquisition Logistics Activity, Rock Island.

Recent plant visits have included United Defense Limited Partnership (UDLP) (formerly FMC) San Jose and Hughes, Tuscon.

Student Research

An integral part of each graduate curriculum is independent research in the acquisition field which culminates in the completion of a written thesis. Attacking "real world" problems, this process requires students to formulate a research question, examine the literature and body of knowledge relevant to the issues raised, construct and execute a research design, collect and analyze data, draw appropriate findings and conclusions based on the analysis, and develop significant recommendations. The written thesis is not only a contribution to resolving problems that various acquisition organizations are experiencing but significantly enhances the student's understanding of how to conceptualize a problem, apply critical thinking and problem-solving skills while systematically examining a crucial issue.

At each graduation in June and December, one thesis is selected by the Systems Management faculty for recognition as an exceptional thesis in the systems acquisition management curriculum. The first "Professor Emeritus Melvin B. Kline Award" for outstanding thesis was awarded in December 1995 to MAJ Michael E. Schaller, USA, for his thesis entitled "An Examination of Risk Management Techniques in the Lightweight 155mm Howitzer Program." Schaller's thesis advisor was LTC John Dillard, USA, professor and senior Army representative at NPS. A listing of other theses is shown in Figure 3.

Faculty

The faculty is always a critical part of any educational institution. NPS has a total graduate faculty of approximately 350 professors. The acquisition faculty is located in the Systems Management Department (which includes more than 70 professors in a variety of disciplines) and are responsible for teaching acquisition courses to students across the campus. The current acquisition faculty represents a broad experience base and includes the individuals listed in Figure 4.

Army Acquisition Corps Award

One method of recognition by the Army Acquisition Corps for superior academic accomplishment at NPS is the "Army Acquisition Corps Award for Scholastic Achievement." Awarded at each graduation to that officer or civilian student who has exhibited exceptional academic and leadership traits, both in and outside the classroom, this prestigious honor is the culmination of intensive study and analysis of acquisition issues and problems faced by the workforce. The June 1996 winner of this award was CPT Kenneth P. Rodgers, USA. Previous winners of this award include:

• MAJ Frank Varnado, June 1993 (First Awardee);

• MAJ Perry Delahoussaye, March 1994;

• LTC Brad Naegle, September 1994;

• Edward Doucette, March 1995;

• MAJ Jeffrey Mockensturm, March 1995; and

• MAJ Scott Dolloff, December 1995.

Professional Associations

A most important part of any academic community is a close relationship with the profession. This is accomplished in a number of ways, however, one key method is through professional associations. NPS has student-managed chapters of two key professional associations: the Monterey Peninsula Chapter of the National Contract Management Association (NCMA) and the Monterey Chapter of the Program Management Institute (PMI). Both organizations currently have Army civilian students serving as president: Sue Crisp (GM-1102-15) and Jim Caudle (GM-801-14). Both chapters also sponsor monthly luncheon meetings featuring distinguished speakers. This affords the opportunity for student contact and idea exchange with operating managers, policymakers, and educators in the acquisition

Examples of NPS Theses

• "The Patriot Missile System: A Review and Analysis of its Acquisition Process"--MAJ Richard S. Barbera

• "Parametric Cost Estimation Applied to Composite Helicopter Airframes" --MAJ Joseph J. Klumpp

• "An Analysis of Weapon System Readiness for Operational Testing"--MAJ James B. Mills

• "The Avenger Air Defense System: An Examination of the Nondevelopmental Item Acquisition Strategy"--MAJ Kenneth M. Stearns

• "Evaluating Foreign-Source Dependencies in U.S. Army Missile System Production"--MAJ Sergio Pena

• "Impact of Adopting Commercial Practices in Software Development and Maintenance"--Thomas E. Mullins

• "Assessing the Program Health and Customer Satisfaction of a Project Management Office: An Automated Solution"--CPT David M. Treshansky

• "Post-Award Debriefing of Unsuccessful Offerors-Installation Level"--James Cooper

• "A Comparative Financial Analysis of the U.S. Defense Industry During the Post Cold War Defense Drawdown"--MAJ William T. Chatman

• "A Case Analysis of the Dual Sourcing Strategy as Used in the Acquisition of the Army's Javelin Medium Anti-Armor Weapons Program"--CPT Christopher S. Buck

• "The Role of the Project Manager During the Foreign Military Sales of New Tactical Wheeled Vehicles"--CPT Linda R. Herbert

• "Dual-Use Technology and Sustainment of the Chemical Industrial Base"--CPT Gwendolyn O. Dingle

• "Revolutionizing Army Usage of Modeling and Simulation as an Element of Acquisition Reform"--CPT Craig Carson

Figure 3.

field, both from industry and government. Students find this interaction most meaningful in terms of providing a broadened perspective and improving their ability to relate formal classroom work to actual application. Both chapters also participate actively in a certificate program: NCMA-Certified Professional Contracts Manager (CPCM); PMI-Project Management Professional (PMP).

Defense Acquisition University

NPS is also a consortium member of the Defense Acquisition University (DAU). Under the umbrella of its Center for Acquisition Education, Training and Research (CAETR), NPS offers the following courses: Test and Evaluation (TST) 202 and 301, Acquisition Logistics (LOG) 304, Systems Engineering (SYS) 201 and Acquisition (ACQ) 201. The first three courses are sponsored by NPS. These courses are taught by NPS faculty both in residence and at on-site locations around the country. Another consortium school, the Naval Center for Acquisition Training (NCAT), is also an NPS organization under CAETR.

Headquartered in Norfolk, VA, with additional locations in Rock Island, IL, and Kaiserslautern, Germany, NCAT sponsors SYS 201 and LOG 204. This school offers a range of DAU courses around the world in several career fields including: contracting (CON 101, 104, 201, 211, 221 231, 241, 333), manufacturing, production, quality assurance (PQM 101 and 201), systems engineering (SYS 201), acquisition logistics (LOG 201, 204, 304), and the acquisition core (ACQ 201).

The NPS Experience

The Naval Postgraduate School programs are rigorous and demanding, but provide extensive preparation and valuable education for future acquisition assignments. The faculty feels very strongly that the approach taken at NPS produces a graduate who has truly developed and sharpened broad technical and managerial skills, particularly within the acquisition framework, and who has developed the ability to effectively interrelate the complex functional disciplines under the acquisition umbrella. This includes not only analytical and sound business capabilities, but also an ability to think innovatively and creatively and to understand how to significantly influence the acquisition process. The success of these programs would not be possible without strong support from the Army Acquisition Corps leadership, particularly Gilbert Decker, ASA (RDA); LTG Ron Hite, Military Deputy to the ASA (RDA); Keith Charles, Deputy Assistant Secretary of the Army (Plans, Programs and Policy); Director for Assessment and Evaluation Dr. Herb Fallin, and the several PEOs, PMs, major acquisition commands and graduates of NPS programs.

Naval Postgraduate School Acquisition Faculty*

- COL Mike Boudreau, USA (Ret.)
- Dr. Sandra Desbrow
- LTC John Dillard, USA
- Dr. Dave Lamm
- COL Dave Matthews, USA (Ret.)
- Professor Jan Menker
- Dr. Mark Nissen
- CDR Wally Owen, USN (Ret.)
- LTC Barbara Pawlowski, USAF
- CDR Becky Ramsay, SC, USN
- CDR Danny Shockley, SC, USN
- LTC Keith Snider, USA
- Dr. Mark Stone
- LTC Greg Walls, USA

Figure 4.

More Information

For more information concerning acquisition programs at NPS, contact Dr. David V. Lamm at Code SM/Lt, Naval Postgraduate School, 555 Dyer Road, Monterey, CA 93943-5103, or commercial phone (408)656-2775, DSN 878-2775, or e-mail: dlamm@nps.navy.mil.

For information regarding a Ph.D. program in acquisition management, please contact Dr. Reuben Harris, Chairman, Systems Management Department, at Code SM, Naval Postgraduate School, 555 Dyer Road, Monterey, CA 93943-5103, or commercial phone (408)656-2161, DSN 878-2161, or e-mail: rharris@nps.navy.mil.

For information concerning DAU short courses, please contact Dennis Allion, Deputy Director, CAETR, Monterey, CA 93943-5000 or commercial phone (408)656-3613, DSN 878-3613, or e-mail: dallion@nps.navy.mil. See also the NPS Home Page at http://www.nps.navy.mil.

DR. DAVID LAMM is a professor of acquisition management at the Naval Postgraduate School. He is responsible for the acquisition curricula in the Systems Management Department and he is also Director of the Center for Acquisition Education, Training and Research. He holds both master's and doctoral degrees in procurement, production, and science and technology management from George Washington University.

A STRATEGY FOR CUSTOMER SUPPORT

By Francis X. Noonan and
Clark F. Rehberg II

Introduction

During the summer of 1995, the director for acquisition career management (DACM) appointed a Process Action Team (PAT) to assess the state of the civilian component of the Army Acquisition Corps (AAC). The PAT comprised many experienced current and former leaders in the AAC. Their charter was to recommend actions to the director for acquisition career management (DACM) that would prepare the civilian members of the AAC to participate fully with their military counterparts in the AAC of the 21st century. Figure 1 is the AAC Vision Statement.

This vision drove the team's research which focused on the four issues identified in Figure 2. After making its final recommendations on these four issues, the PAT disbanded in mid-October 1995 and handed off the mission to the AAC Reengineering Team. The checkmark alongside of the first two issues indicates that satisfactory progress to date has been made. It also indicates that there is no significant obstacle to achieving success on that issue. The purpose of this article is to address how the DACM proposes to meet the challenges identified in the last two issues marked by the arrows.

How serious are the issues of communications and quality data?

When you look at all of the DACM's programs, the product that stands out is the passing, receipt, analysis and processing of information. We communicate information as program guidance and receive feedback on programs. We collect, analyze and publish information as management data on the AAC and on the members of the larger Army acquisition workforce (AAW). Without a commitment from the DACM and others who have a vested interest in the success of the AAC, neither of these two issues will be addressed satisfactorily.

• **Communications**. We may never achieve 100 percent success in communications. That would mean that we are able to transmit clear, unambiguous and timely information targeted to the appropriate audience. That's pretty difficult. Even now, with the strong support of the functional chiefs (FC), career program managers (CPM), and the civilian personnel community, we have found that information arrives late, not at all, or is not understood. Just as bad, those on the receiving end of the information frequently do not understand the information and do not know how to obtain clarification.

This situation fosters confusion and results in many people at all levels wasting time and effort. Over time, we expect that improved communications will be a largely self-sustaining function. This will occur as knowledgeable people, our customers, learn where, when, and how to look for information on DACM programs.

• **Data**. Better data means that we do not have to go out on repeated calls for the

From the beginning, we had a vision for the AAC...

One Integrated Corps

A Small Premier Professional Corps of Acquisition Leaders Willing to Serve Where Needed and Committed to Developing, Integrating, Acquiring and Fielding Systems Critical to Decisive Victory ... for the 21st Century

To get there, we had to take a new approach...

Figure 1.

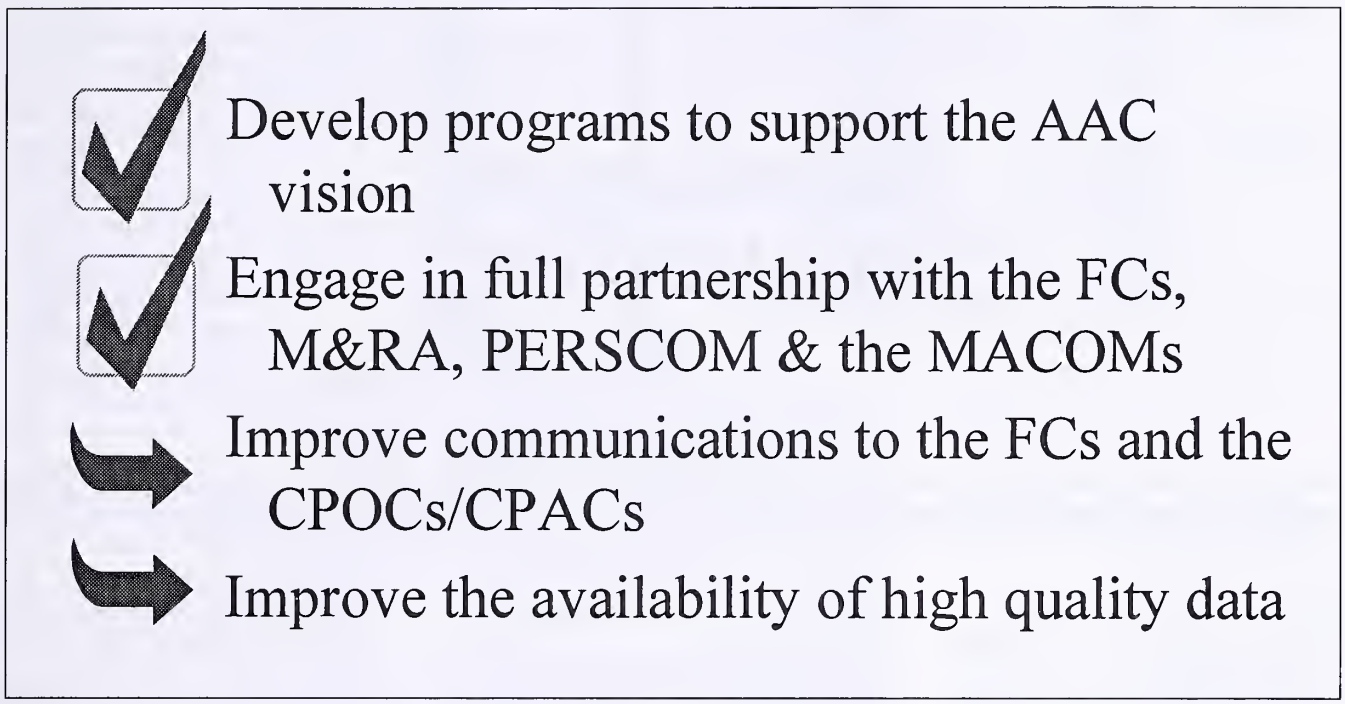


Figure 2.

same data time and again. Better data means that there are some actions the DACM Office could pursue without tasking the field. The sooner we get major improvements on this issue, the sooner we can turn our resources elsewhere.

The Plan

The DACM has proposed a bold two-part plan to resolve these serious issues. Part one calls for the appointment of an Acquisition Career Management Advocate (ACMA) for each major command (MACOM), major subordinate command (MSC), program executive office (PEO), and other organizations as needed. This is an additional duty for a senior civilian member of the AAC in the organization. The ACMA serves as an additional source of acquisition career development information for all who require it. He is an advisor to the organization's leadership on emerging DACM issues. This program of establishing the ACMA is well underway.

Part two involves the establishment of Customer/Field Support Elements (C/FSE) at selected sites throughout the country. The DACM proposes to establish a C/FSE with a mission and employment concept as indicated below. This concept is subject to tailoring to meet local needs. It is designed to enhance the current capabilities of the functional CPMs and the civilian personnel support provided by the regional civilian personnel operating centers (CPOC) and the local civilian personnel advisory centers (CPAC). An outline of the basic concept for the C/FSE follows.

Mission

- Serve as a resource for MACOM, PEO leadership and MACOM/Activity CPMs (information and surge support);
- Serve as a resource for CPOCs/CPACs (information and surge support);
- Serve as a resource for the U.S. Army Total Army Personnel Command (central management);
- Serve as a resource for the AAC/AAW (information); and
- Shepherd the implementation of the new AAC Vision.

Employment Concept

- Initiate a proposed pilot program at three sites— (National Capitol Region (NCR), Aberdeen Proving Ground (APG), MD, and Redstone Arsenal, AL);
- At full implementation, support 100

The Director, Acquisition Career Management has decided to make available those resources at his disposal to make maximum impact on the issues of communications and data quality.

IOC	Phase	C/FSE	C/FSE Staffing (example) (Govt./Contractor)		AAW Personnel Supported by C/FSE
1 OCT 96	Phase I	APG	2	(1/1)	2497
	Phase I	Redstone Arsenal	3	(1/2)	3380
	Phase I	NCR	5	(3/2)	8171
		Phase I Total	10	(5/5)	14048
2 FEB 97	Phase II	Monmouth	3	(1/2)	2806
	Phase II	Picatinny	2	(1/1)	2062
	Phase II	Rock Island	1	(1/0)	1640
	Phase II	St Louis	1	(1/0)	1396
	Phase II	Warren	2	(1/1)	1765
	Phase II	White Sands Msl Range	1	(1/0)	744
		Total	20	(11/9)	24461

Figure 3.
Proposed Customer/Field Support Elements sites and phasing. *(Staffing shown is an example only. Actual staffing and the government/contractor mix will be determined after analysis and coordination with the supported activities.)*

percent of the AAC/AAW (see Figure 3):

—Support regionally from the highest density locations;

—NCR C/FSE supports the NCR, low-density locations in the Continental United States (CONUS) and outside of CONUS (OCONUS) locations; and

—NCR C/FSE provides augmentation support for all C/FSE teams;

• A mix of government and contractor support provides flexibility and surge support;

• Phase I (pilot) starts ASAP at three locations with a planned initial operational capability (IOC) date of Oct. 1, 1996; and

• Phase II has an IOC date of Feb. 2, 1997.

Execution

• Initially, hire minimum staff for pilot elements;

• Assess the workload at each site before expanding to full strength;

• DACM staff supervises and prepares performance evaluation with letter input from the MACOM, MSC, PEO, and others;

• Government employees will be AAW members or persons who can qualify;

• Central selection will be based on local recruitment using a centrally approved position description;

• Manpower and operations will be financed by DACM;

• Training will be provided by the DACM staff.

Conclusion

Both parts of this plan, the ACMA and the C/FSE, represent a conceptual shift of focus for the AAC Team from an "inside-the-beltway," policy development orientation to the customer-in-the-field, execution orientation. The DACM has decided to make available those resources at his disposal to make maximum impact on the issues of communications and data quality. Over time, the communication issues should recede as all customers become more knowledgeable of the programs and ways to obtain information. With an intense, sustained effort with the CPOCs, data quality should improve to the point that it sustains itself. While the ACMA will continue to be a fixture, success for this plan will be judged on the basis of how quickly the C/FSE makes an impact and works themselves out of a job.

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CLARK F. REHBERG II is an acquisition program management officer responsible for civilian proponency programs on the AAC Reengineering Team, OASARDA. He is an AAC member with more than 20 years of acquisition experience.

PERSONNEL PROPONENCY: YOUR ADVOCATE

By LTC William M. Gavora

Introduction

Communication among all elements of the Army's personnel community is imperative in order to achieve an effective and manageable personnel system. The personnel proponent or his designated representative(s) is the first link in this complex process. Strictly defined, the personnel proponent is the commander or head of an organization with primary responsibility for providing recommendations on personnel management to the deputy chief of staff for personnel (DCSPER).

The personnel proponent is typically a major general branch chief. The Army Acquisition Corps (AAC) personnel proponent is the director for acquisition career management, currently, LTG Ronald V. Hite. He has a group of officers and civilians, representing all Army acquisition career fields, assisting him. These personnel respond to numerous inquiries regarding assignments, TDAs, board files, and other professional development issues and, as such, are often assumed to work for PERSCOM or the U.S. Army Force Integration Staff Agency (USAFISA). These organizations, however, are separate elements. This suggests a general misunderstanding as to the true role and mission of the AAC's Personnel Proponency Office.

Mission

The mission of all personnel proponents is to provide oversight and recommend policies affecting the eight functions of the personnel life-cycle while organizations such as PERSCOM and USAFISA implement approved policy changes. A useful analogy is to think of personnel proponents as the G-3 plans for the Army Acquisition Corps and the implementors as G-3 Ops. Specifically, these functions are structure, acquisition, individual training and education, distribution, deployment, sustainment, professional development, and separation.

Structure

The first, and perhaps the most important responsibility of personnel proponents is to make recommendations to The Army Authorization Document System (TAADS). TAADS is the means by which the documentation of acquisition positions on TOE/TDAs is evaluated. TAADS also aids in recommending changes or providing feedback to documenting MACOMS. These documents must be properly coded in accordance with AR 611-101 and appropriate civilian regulations: i.e. grade, MOS/job series, additional skill identifier(s), acquisition career fields, language codes, etc. This process includes coordination with ODCSOPS, ODCSPER, OPM, and PERSCOM, while USAFISA serves as the implementing agency.

Unlike other branches, the AAC maintains a consolidated list of all military positions, called the Military Acquisition Position List (MAPL). The MAPL essentially serves as the Officer Distribution Plan for the AAC and is maintained by the AAC Proponency Office. This entire process of documenting requirements is the driving force behind all other proponent actions. Disregarding poor or improper coding or grading can adversely affect AAC career fields. A Civilian Acquisition Position List (CAPL) is currently being developed.

Acquisition

After requirements are determined and the structure is developed, the AAC looks across the Army's spectrum to access a sufficient number of personnel to fill the corps. Proponents recommend, and in many cases, determine appropriate accession criteria, which may include, but are not limited to the mental and physical aptitudes and past experience required for an individual to have a reasonable chance of success in a specific career field.

Personnel proponents also recommend accession numbers by year and career field; recommend criteria for selected recall programs in support of mobilization requirements; develop and recommend recruitment strategies, materials, and programs for their respective career fields; and monitor the affirmative action status for assigned career fields.

Training and Education

When a sufficient number of qualified individuals are accessed into the AAC, training

Strictly defined, the personnel proponent is the commander or head of an organization with primary responsibility for providing recommendations on personnel management to the deputy chief of staff for personnel.

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and education requirements—deemed important for success through the grade of O-6/SES—are developed. In addition, a job analysis, by grade, for specific career fields is conducted to identify required knowledge, skills and abilities. This analysis involves a systematic collection of data unique to a specific job or group of jobs and provides information useful in determining training needs.

Another responsibility is identifying advanced civil schooling opportunities and developing criteria for PERSCOM to select the best qualified individuals to receive specified education or training. Care is taken to ensure fair and equitable treatment in the selection process. Similarly, proponents validate the Army Educational Requirements System (AERS) positions, including those in the Training With Industry program. This is done annually by career field, grade and academic discipline.

Requirements evolve over time as a result of many intervening factors, including equipment modernization, changes in mission or force structure, training deficiencies, and technological advances. In turn, proponents identify requirements for revised training.

Personnel Distribution

Trained personnel need to be assigned equitably between TOE and TDA organizations. Proponents evaluate career field inventories and recommend adjustments to PERSCOM to support authorizations and force structure changes. Accessing the inventory of personnel against authorizations includes, but is not limited to, operating strength, authorizations, and the Training, Transient, Hospital, and School account. All data is analyzed to identify potential shortcomings.

On a larger scale, personnel proponents may recommend changes to Army policy relating to assignments, details, transfers, and special programs in peacetime and during mobilization. Changes may take many forms, from minor revisions impacting relatively few persons to major revisions affecting the total force.

Sustainment

Another extremely important function of personnel proponents is the sustainment or support of the personnel within their career field. First, proponents must establish and maintain communication with their members. In the AAC, this is accomplished by phone, e-mail, messages, field visits, the AAC Internet Home Page and, of course, via *Army RD&A* magazine.

Second, proponents must represent the professional interests of their members by analyzing and recommending changes to improve career patterns. Additionally, proponency representation at DA- and MACOM-level meetings is helpful in that broad or specific issues and concerns about the profession may be discussed.

Separation

The last major area of responsibility where personnel proponents can have an impact is the process of separating its members. Proponents are responsible for reviewing the separation policies of their respective career fields; and for recommending changes to and analyzing the impact of retirement, retention, force reduction and service obligation policies and proposals. They also determine the impact of "early out" programs on career initiatives.

Summary

While personnel proponents are often confused with PERSCOM and other implementing organizations, they do, in fact, play a very important role in the personnel process. In short, AAC personnel proponents are your advocates at the Department of the Army level—please use them.

Editor's Note: An article on civilian personnel proponents will be published in a future issue of Army RD&A magazine.

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TROPIC TEST SITE ENSURES QUALITY OF SOLDIER EQUIPMENT

By Chuck Wullenjohn

During the dark, early days of the Second World War, American and Filipino troops bitterly fought Japanese invaders on the tropical Bataan Peninsula in the Philippine Islands. Using combat equipment and munitions stockpiled since World War I, a number of problems handicapped their efforts.

For example, the World War I "Stokes" trench mortar, similar in size to today's 81mm mortar, was commonly used to fight the enemy. Unfortunately, due to the length of time and condition of storage, many of the shells fired by the mortar did not explode. Reports stated that unreliable Stokes shells frequently failed to detonate.

Several months later during the Guadalcanal campaign, related problems were reported repeatedly. Due to the harsh tropic environment, equipment that would have been trouble-free in a moderate climate, refused to operate. This included a wide variety of important combat equipment, from electronics in radios to lubricants for anti-aircraft artillery.

As shown by the repeated occurrence of these serious problems, past tropic environment testing had been haphazard, inconsistent and, too often, non-existent. Immediate steps were taken to solve the situation, with increased emphasis on testing to improve equipment reliability. The military Services instigated several "crash" programs, with efforts centered in Panama. Testing continued throughout the war and in the years after.

Many years after World War II, in 1962, these testing programs were consolidated into one agency—the U.S. Army Tropic Test Center, under the authority of the newly created U.S. Army Test and Evaluation Command. Numbering well over 300 people during the Vietnam War days of the 1960s, the organization has since been placed under the management of U.S. Army Yuma Proving Ground, and has been renamed as the Tropic Test Site. The present tropic workforce numbers about 30 people.

Today, Yuma Proving Ground manages environmental testing at three diverse locations: cold weather testing at the Cold Regions Test Activity at Fort Greely, AK, tropic testing at the Tropic Test Site at Fort Clayton, Panama, and desert testing at U.S. Army Yuma Proving Ground, AZ.



Headquartered at Panama's Fort Clayton, the Tropic Test Site consists of numerous test areas. Test site operations are managed by U.S. Army Yuma Proving Ground, AZ.

The mission of the Tropic Test Site is to plan and conduct tropic environmental development tests on munitions and an exceptionally large variety of weapon systems, soldier systems and equipment. The mission is accomplished by exposing and functioning soldier systems and equipment in a variety of tropic environments. The site's laboratory facilities contribute detailed information on tropic-induced failures and other environmental effects. Through close cooperation with U.S. Army South, firing ranges and extensive troop support are provided.

Tropic Test Site manager Roger Williamson is a "true believer" in the value of tropic testing, even during this age of downsizing and with the possibility of the test site relocating due to the imminent implementation of the 1977 Panama Canal Treaty.

"While artificially simulating environments in test chambers is valuable, it is crucial that military equipment be tested under natural conditions to prevent the soldier himself from becoming a tester on the battlefield," said Williamson as he looked out over a tropical rain forest. "The cost of discovering and solving problems early in the development process is cheap in comparison to what could happen otherwise."

According to Williamson, who has 11 years Tropic Test Site experience, the major-



In the Tropic Test Site laboratory, Carlos Moreno (center), chemist, tests the absorptive quality of resin in an M291 skin decontamination kit that has been in tropic storage for four years. He is assisted by Alcibiades Grajales (rear) and advised by George Downs (front).

ity of test items fail in some way when tested in the tropics. This is due to the many interacting adverse factors presented in tropic environments.

"Effects caused by high temperature, relentless humidity, solar radiation, micro-biologic effects, like fungus, macro-biologic effects, like rodents and insects, and many other individual factors work singularly and in combination to directly affect system and soldier performance," says Williamson.

"The tropic environment is harsh and unforgiving. It is both insidious and relentless," said Williamson. "Testers cannot predict exactly what will happen in advance. Surprises are the norm in this business."

Generally, there are four major natural environments in the world: temperate, desert, cold, and tropic. There are many subsystems of these, but Williamson believes that the tropic testing environment is the toughest on military equipment.

"The synergy of all the negative factors present in the tropic environment combine to surface problems relatively quickly," he said. "It takes problems a great deal longer to develop in more benign environments."

Examples of the effects of the combination of these environmental factors are numerous. One example is the combination of solar radiation and moisture, which join to destroy materials much faster than either single factor would.

"The key point is that these individual factors are *combined* in the tropic climate," emphasized Williamson. "A moist climate can be duplicated in a test chamber, but these same effects won't result. If you want realism, we've got it right here."

The Tropic Test Site is well suited for simultaneous testing in a variety of humid and wet tropic environments. Inland exposure sites provide mature and secondary tropic forests, savannas and freshwater marshes. Coastal exposure sites include mangrove swamps, mud flats, and rock and sand beaches. The test site's exposure facility on the breakwater at the terminus of the Panama Canal on the Caribbean side of the isthmus is the most highly corrosive test site in the world, due to high salt fall and the tropic conditions.

Nearly 80 percent of the test site's workload deals directly with soldier support systems, including uniforms, boots, weapons and ammunition, tactical vehicles, command and control equipment, food supplies, lubricants, communications equipment, and much more. Troops are provided by U.S. Army South, which actively supports Tropic Test Site activities throughout each year.

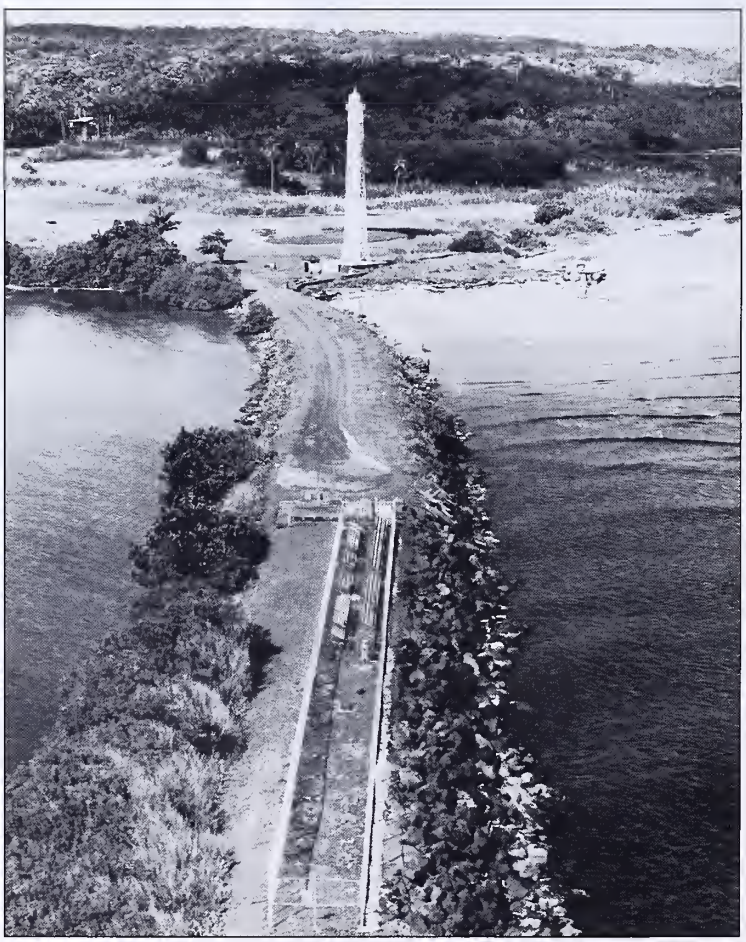
The soldiers use developmental equipment on test courses, fire weapons, drive vehicles, and do much more to support a wide variety of testing activities. Over the years, a very effective soldier systems test bed has evolved at the nearby Gamboa jungle test site, one which uses trained and acclimated troops in controlled test scenarios. The ready troop support means that local soldiers are, in actuality, an extension of the Tropic Test Site testing team.

One of the many advantages of tropic testing is the outstanding cost/results ratio offered to customers. Customer testing expenses tend to be much lower, for local personnel costs differ significantly from those in the continental United States. Also the flexibility of tropic test personnel and U.S. Army South solders in adapting to changing test requirements has been proven time and again.

"The great benefit of tropic testing is that it combines the realism of operational testing with the control of development, or technical, testing. This provides objective data in a tough natural environment that is likely to uncover more equipment problems quicker than anywhere else," according to Williamson. "The development customer truly acquires the best testing bargain. The ultimate customer, the soldier, is the big winner on the battlefield."

"If a test item is good enough to get through the testing we offer, it's good enough to be used almost anywhere in the world. The value of tropic testing to the soldier is something never to be overlooked or taken for granted."

For more information on tropic environmental testing, contact Roger Williamson, site manager, at the U.S. Army Tropic Test Site at Fort Clayton, Panama. His phone number is DSN (313) 285-5003 or commercial 011-507-285-5003. He can also be reached via e-mail at rwillia@emh01.panama.army.mil.



The breakwater on the eastern shore of the Panama Canal provides the most severe salt fall exposure testing in the world.

CHUCK WULLENJOHN is chief of the Public Affairs Office at the U.S. Army Yuma Proving Ground. He is a graduate of Humboldt State University in California.

Fostering Systems Interoperability. . .

THE ARMY TECHNICAL ARCHITECTURE

By Paul C. Manz

Introduction

The Army acquisition executive (AAE) and vice chief of staff of the Army (VCSA) approved the Army Technical Architecture (ATA) version 4.0 on Jan. 30, 1996, and mandated its use by anyone involved in the management, development, or acquisition of new or improved Army systems. The ATA provides the foundation for interoperability among all tactical, strategic, and sustaining base systems that produce, use, or exchange information electronically. It serves as the "building code" for the Army's system development which satisfies the operational requirements defined by the Training and Doctrine Command.

In addition to fostering interoperability, the standards and guidelines found within the ATA are intended to reduce life cycle costs and speed the development and fielding times of these Army systems. The ATA V4.0 supersedes the Army C4I Technical Architecture, Version 3.1, dated March 31, 1995.

Background

In the summer of 1994, at the request of the director of information systems for command, control, communications, and computers (DISC4), the Army Science Board (ASB) completed a study which recommended the development of a technical architecture (TA) and the associated technologies required to digitize the battlefield. The ASB Summer Study Panel consisted of experts familiar with TA concepts, Army research, development, and acquisition programs, and specialized technical knowledge of the latest information technologies found in the private sector. The ASB Summer Study Panel recommended that the technical architecture exploit the concepts and technologies from open-system commercial standards, the DOD technical architecture framework for information management, and the DOD data-standardization program, and that the TA be mandated in all Army battle-command system procurements. They also recommended that the responsibility for establishing and overseeing the development and implementation of the TA be given to the AAE. Furthermore, they recommended that an Army systems engineer (ASE) and engineering staff be assigned to support the AAE in executing this responsibility.

Based on the recommendations from this ASB study, the AAE and VCSA signed a memorandum on Sep. 28, 1994, which established the responsibilities for creating, maintaining, and enforcing the Army's technical, system engineering, and operational architectures. The AAE was designated the Army technical architect (i.e. the single TA oversight authority). The Director of the Communications-Electronics Command Research, Development, and Engineering Center was designated the ASE. The ASE was directed to report to the Army technical architect on system engineering and technical architecture matters. The DISC4 was directed to support the Army technical architect by developing and maintaining the technical architecture for both battlefield systems and installations. In executing these responsibilities, the DISC4 would receive matrix support from the ASE.

The Army Systems Engineering Office (ASEO) was established by the ASE to support the Army technical architect and the ASE. The ASEO's responsibilities include: evaluating solicitations, proposals and system designs for compliance; evaluating systems as they are developed to ensure compliance; evaluating conformance to interoperability objectives; interfacing with joint or coalition technical agencies; participating in and influencing commercial standards development and forums; providing expertise in the latest information processing technologies; evaluating hands-on commercial technologies; and providing recommendations for updates to the technical architecture.

On March 31, 1995, the Army technical architect approved the technical architecture entitled "Department of the Army—C4I Technical Architecture, Version 3.1" (now superseded by the ATA V4.0). The Army C4I TA V3.1 focused on tactical, strategic, and sustaining base Army *information* systems. It consisted of a minimum set of mandates that covered *Information Processing, Information Transport, Information Standards,* and *Human-Computer Interfaces.* While it was applicable to all soldier, weapon, and information systems, the Army acknowledged that the standards in the Army C4I TA would have to be augmented to better address the needs of sustaining base and office automation, and embedded C4I systems.

The AAE and VCSA jointly directed each program executive officer (PEO), program and product manager (PM), advanced technology demonstration (ATD) manager, advanced concept and technology demonstration (ACTD) manager, major Army command (MACOM), and milestone decision authority

be responsible for complying with the Army C4I TA.

The Army Digitization Office (ADO) was directed to coordinate and oversee the integration of Army battlefield digitization activities and ensure implementation of the TA in all digitization efforts. To permit this coordination and establish that these systems will migrate to the ATA standards, PEOs, PMs, ATD managers, ACTD managers, and MACOMs were and are required to submit TA migration plans (which identify program cost, schedule, and performance impacts) to the ADO.

Army Technical Architecture

The ATA V4.0 was officially released on Jan. 30, 1996. The ATA, revised under the auspices of the DISC4, expands the scope and applicability of the original Army C4I TA. The ATA applies to *all* systems that produce, use, or exchange information electronically and must be used by anyone involved in the management, development, or acquisition of new or improved systems. Since information exchanged between weapon systems often travels via automated command, control, and communications systems, the standards found in the former Army C4I TA remain the core and baseline of the expanded ATA. In order to be more discriminating in the applicability of standards, and to extend the ATA without complicating the base document, four appendices have been added for each of four focus areas or "domains"—*Sustaining Base and Office Automation, C3I, Weapon Systems,* and *Modeling and Simulation.* These appendices contain exceptions (replace a core standard with a domain standard) or extensions (add a domain standard in addition to a core standard) for each "domain." Ongoing efforts related to the *Weapon System* appendix are being pursued via the Weapon System Technical Architecture Working Group under the direction of the Army Materiel Command (AMC).

The base ATA document expands on the mandates found in the former Army C4I TA and now includes standards for information security. The *Information Processing* section covers the common operating environment concept and individual processing standards. The *Information Transport* section mandates the use of open-systems information transport standards and profiles that are essential to interoperability and seamless communications. The *Information Modeling and Data Exchange Standards* section has two primary subsections. The first mandates the use of formal information modeling (i.e. integrated definition functional modeling and integrated definition information modeling) to define functional and information requirements. The second requires the interim use of existing standard message formats (e.g. variable message format, U.S. message text format, etc.) until mechanisms for exchanging standard data elements are finalized.

The *Human-Computer Interface* section provides a common framework for designing and implementing the interface between soldiers and automated systems. The *Information Security* section prescribes what standards and protocols are used to satisfy the security requirements of a system (while maintaining the interoperability objectives of the ATA) until the Defense goal security architecture is implemented. Similar to the former Army C4I TA, the ATA's *Information Transport* and *Information Modeling and Data Exchange Standards* sections are primarily directed towards interoperability, while its *Information Processing* and *Human-Computer Interface* sections focus more on standardization. In addition to mandates found in each section, the ATA also lists "emerging standards" that are not yet mandatory (but are likely to be adopted in the near future) to provide a "look-ahead" for designing compatibility into systems and system upgrades.

The ATA reflects the continuing evolution of standards, information technologies, and the commercial marketplace, and includes additional standards which cover areas not addressed in the previous Army C4I TA, such as asynchronous transfer mode (ATM) private network-network interface (PNNI) standards and multimedia standards. The ATA is fully consistent with DOD's policy to minimize the use of military specifications. To the greatest extent practical, the ATA cites commercially-supported open standards. However, the ATA does cite joint military specifications when DOD-generated profiles of commercial standards are required for interoperability among systems, or standardization is critical in an area which lacks acceptable commercial equivalents. All non-commercial standards mandated in the ATA have met the requirements of DOD commercial standards policy and have been waived.

Implementation

The ATA's mandated standards are used when a particular service for that standard is required. In other words, the ATA's mandated standards must be implemented by systems that have a "system design" requirement for the corresponding services. If a system *does not have* a "system design" requirement for the services provided by an ATA standard, then the standard need not be implemented.

As previously stated, all PEOs, PMs, ATD managers, ACTD managers, and MACOMs are required to submit migration plans to the ADO. The AAE and VCSA have extended this requirement to all advanced concept and technology (ACT) II managers and directed that Battle Labs use the ATA to ensure that the fielding of their "good ideas" are not unduly delayed by the cost and time needed for wholesale reengineering to meet interoperability standards. These migration plans should have sufficient detail to:

- confirm that system elements comply with the applicable standards of the ATA;
- substantiate that a given standard is deemed not applicable to the system; and
- fully describe the performance, cost, and schedule impacts associated with migrating non-compliant portions of the system to the applicable ATA mandates.

The ADO and ASEO have developed a migration plan support system software program to simplify and assist the creation of migration plans in accordance with the ATA.

Future Activities

The ATA V4.0 serves as the baseline document for a joint technical architecture currently under development by DOD. Representatives from the DISC4 have the lead for the Army in this joint activity. Any future process must insure that all standards are regularly revisited and kept current so they maintain their value and utility in fostering interoperability and standardization amidst the rapid evolution of information technologies. The bottom line is that the technical architecture is an essential component of the Army's enterprise strategy and supports the ultimate objective of providing the war fighter with a seamless flow of timely, accurate, accessible, and secure information that gives our forces a decisive edge on tomorrow's battlefield.

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A HISTORICAL LESSON LEARNED FROM MILITARY STANDARDS

By Jeffrey A. Lienau

Introduction

To many individuals, performance specifications seem like a new idea. This is because their use in the contracting process is a relatively recent requirement. However, requirements that meet the intent of performance specifications have actually existed for years.

The Tri-Service Fuze Engineering Standardization Working Group (FESWG) is the custodian of critical initiation standards, several more than 30 years old, which establish the practices necessary to prevent accidental munition explosive events. These standards do not meet the current format for performance requirements, but are examples of specifications that meet the intent.

Documenting the Intent

The FESWG is using a lesson learned that could be widely applied. The lesson learned is that the intent of a requirement should be communicated. The term *intent* embodies more than the letter of the requirement. It includes why the requirement is significant, and sometimes a clarification of its meaning. A special guidance appendix was developed for an FESWG standard for this purpose. This form of additional information was endorsed by industry at a recent American Defense Preparedness Association meeting where a draft of the standard was presented.

A well-written performance requirement often communicates intent, but not always. It's difficult to prepare a specification that requires the same thing from a cooperative but ignorant non-developmental item (NDI) producer, and from other developers seeking convoluted interpretations for their convenience. Specification requirements are a balance between a variety of constraints including brevity, contractual or legal language, compromise between individuals (or verbiage that supports more than one interpretation), format, financial constraints and, of course, human limitations.

Further, even when a requirement is clearly stated it can be misinterpreted, perhaps because the reader is anticipating certain wording rather than reading, or because a requirement applies to more than one type of munition. That has happened with FESWG documents and, where it is common, FESWG found it advantageous to provide additional information by elaborating on the requirement, instead of asking later for corrections to unacceptable hardware. For example, for mechanically-implemented safety and arming devices, there is a requirement to directly lock the interrupter mechanically in the safe position by at least two safety features.

The use of the words *direct* and *lock* seem clear enough, but the implications are sometimes missed, even by experienced developers who may use two locks, but with only one directly interfaced to the moving part—or by using detents instead of locks (locks do not release during normal environmental forces but a detent will). The intent of the requirement is to use two direct locks so if one is left out or fails, the critical component is still locked in the safe position, even if the ordnance is handled roughly.

Intent is missing from many of our specifications and standards, even the newest. For example, in the current MIL-STD-962 that established the format for all specifications and standards, one of the most important paragraphs defines *standard practice* as "important." This is because it is one of the two types of standards that can be required in Army contracts without a waiver. A standard practice according to MIL-STD-962 is "A standard that specifies procedures on how to conduct certain non-manufacturing functions. Standard practices are developed for functions that at least some of the time are obtained via contract from private sector firms." There is no other explanation. *Procedure* and *practice* are terms that should be explained to better discriminate between a design guide and a standard practice.

Intent

Often, when there are technology changes, it is not the letter, but the intent, of the requirement that must be met. Any requirement is written considering the means currently used to fulfill the requirement. Technology changes, however, often make the wording inaccurate and, over time, even changes in word definitions can change the requirement. Who knows whether the current dissatisfaction with civil and criminal juried conclusions would exist if the founding fathers had emphasized the intent of what was meant by "a jury of our 'peers'?"

Documented intent is important to help

With downsizing there is a loss of corporate memory that can be compensated for by documenting the intent of requirements in a specification.

an NDI contractor comprehend the requirement, reduce loss of our corporate memory, and ensure the requirement won't inadvertently be changed because someone forgot why it was there. Intent also aids interpreting tomorrow's needs based on a requirement written about today's technologies. Intent is usually not met by the layers of our old standards, the targets of current criticism.

How Should It Be Recorded?

It could be said that including intent in performance specifications is met by merely properly stating the requirement. That is often accomplished. It is easier to do that for requirements that are intended to be met than it is for performance that must be avoided. For example, it's fairly direct to specify we want a vehicle that can carry a payload between two points in less than a specified time. But even the best known and simplest preventative requirement needs some clarification. Arguably, the oldest performance requirements are the Ten Commandments. A simple one is "thou shalt not kill;" but, kill what, when, and how? To define the intent of the commandment, we need to turn to the Bible for additional information.

The Bible records the intent by example and historical record. Historical records (or case history) can be very useful when changes are being considered. FESWG has one known test standard that dates back to WWI (a simulation of loose cargo in a caisson). Despite regular review it remains a useful measure. Because of the historical reference, if it becomes necessary to update it, we will understand the intent of the test was to simulate loose cargo.

Often when asked "What does that mean?" we respond by giving an example. Examples are one of the most common methods of describing intent. Examples are also useful to describe solutions to a developer who is not trying to create something new. The use of examples, however, also contains risks. Most examples are application and technology specific, so to show intent it may be necessary to show several examples or add some verbiage that assures the reader does not take the example too literally.

A solution might be to work harder on the requirements, but time and manpower are limited. Another aid might be to obtain constructive comments from a potential user. That's been tried, but comments often are rare when standards are circulated through industry.

Where Should It Be Recorded?

Where should the information be documented? Handbooks have been suggested, and NATO standards called STANAGs have similar equivalents to contribute additional information. These are called allied ordinance publications (AOPs). Each AOP can contain additional information related to a specific STANAG. Informal surveys indicate neither the handbooks nor the AOPs are well used. To be useful, the additional information must be part of the specification or standard. FESWG is using additional information appendices to communicate this information in the latest edit of the standards. That accomplishes several goals. If the additional guidance information is part of the standard, it's unlikely to grow improperly to a large volume and, most importantly, it is immediately available to the reader.

We are encouraged to use simple language in all specifications. Simple language may be better for the layman, but it often conflicts with brevity when a technical item is being described. If precise language and brevity are important, the actual requirements probably should use the conventional technical terminology. Any additional information added for guidance purposes could use less technical language.

The requirements and guidance information in the standards will likely be used as a reference document. If so, the user will search for the paragraph he wants and ignore most of the pages that precede it, such as the statement in the scope declaring a section is either mandatory or guidance. To make it easier for the reader, if the information contained in a section or appendix is for guidance only, that could be stated at the top of the page, similar to classification notations. Similarly, it would be useful to place a title on each page of the appendix with the actual title of the appendix, rather than an alphabetic label such as "Appendix A." It's not clear this is acceptable according to current format restrictions, but it would prevent confusion between requirements and guidance.

Learning From Our Mistakes

The changes in our Defense industry place greater importance on properly recording requirements. With downsizing, there is a loss of corporate memory that can be compensated for by documenting the intent of requirements in a specification. We can answer, "What does that mean?" before the question is asked—if we try. Some specifications have included this form of information, some even accompany the additional information with the actual requirement, but it is not a standard practice. Documenting in the specification additional guidance information that reflects the intent of a requirement has extensive potential value to make specifications more useful for both industry and government. Government performance specifications can be improved by applying lessons learned.

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A NEW APPROACH TO MILITARY STANDARDS AND SPECIFICATIONS FOR SOFTWARE ACQUISITION

By COL James U. Piersall
and Dr. John P. Solomond

Introduction

The Army Materiel Command (AMC) is responsible for acquisition of new software as well as life cycle software engineering support for the U.S. Army. Over the years, more than 31,000 unique military standards and specifications have been written to tell a developer not only what is needed but, in some cases, how to make it. Although these standards and specifications are not applicable to a current contract, they are often applied because they were used under a previous contract. When they are needed, they should often be tailored specifically for the current job.

The number of systems with embedded software is growing since a software driven system can usually be modified more quickly than one which is totally hardware oriented. This growth in software use threatens to drive the cost of new systems beyond the level of affordability. AMC now has an opportunity to realize significant cost savings by adopting a more efficient software process through use of performance specifications rather than design specifications.

Motivation

Performance specifications express requirements in the form of output, function or operation of items or equipment, thus specifying "what" is required. They leave the "how to accomplish" details of design, fabrication, formulation or internal workmanship to the producer. By not specifying the details of design or internal standards, the producer is free to use the most cost effective practices to develop the product. Anytime the government requires the producer to deviate, even in the smallest way, from the usual practice, the producer incurs increased cost (see Figure 1, Performance Specification). Performance specifications also tend to be less restrictive, opening competition to producers who can provide a good product but are unwilling or unable to meet the special provisions of a design specification.

MIL-STD-498

MIL-STD-498, "Software Development and Documentation," is a first step in developing a new methodology. It is the result of efforts by a working group to "harmonize" or merge DOD-STD-2167A, "Defense System Software Development" and DOD-STD-7935A, "DOD Automated Information Systems (AIS) Documentation Standards," into a single document. Formed in November 1991, the group produced a standard suitable for both weapon systems and automated information systems. The standard is intended for use by contractor and government personnel who perform software development. Software development, as applied in this standard, encompasses new development, modification, reuse, reengineering, maintenance and all other activities which result in software products. The standard defines "acquirer" as the organization requiring the technical effort, i.e., the entity which will use or benefit from the development effort. The "developer" is the organization performing the technical effort, either contractor or government personnel. MIL-STD-498 supersedes three standards, DOD-STD-2167A, DOD-STD-7935A and DOD-STD-1703(NS) and combines 52 Data Item Descriptions (DIDs) into 22. The standard and DIDs can be tailored for each specific application. Furthermore, this tailoring may be different for each type of software, such as developed vs. database software, or operational vs. engineering test and maintenance software. Tailoring may be specified by the acquirer or sug-

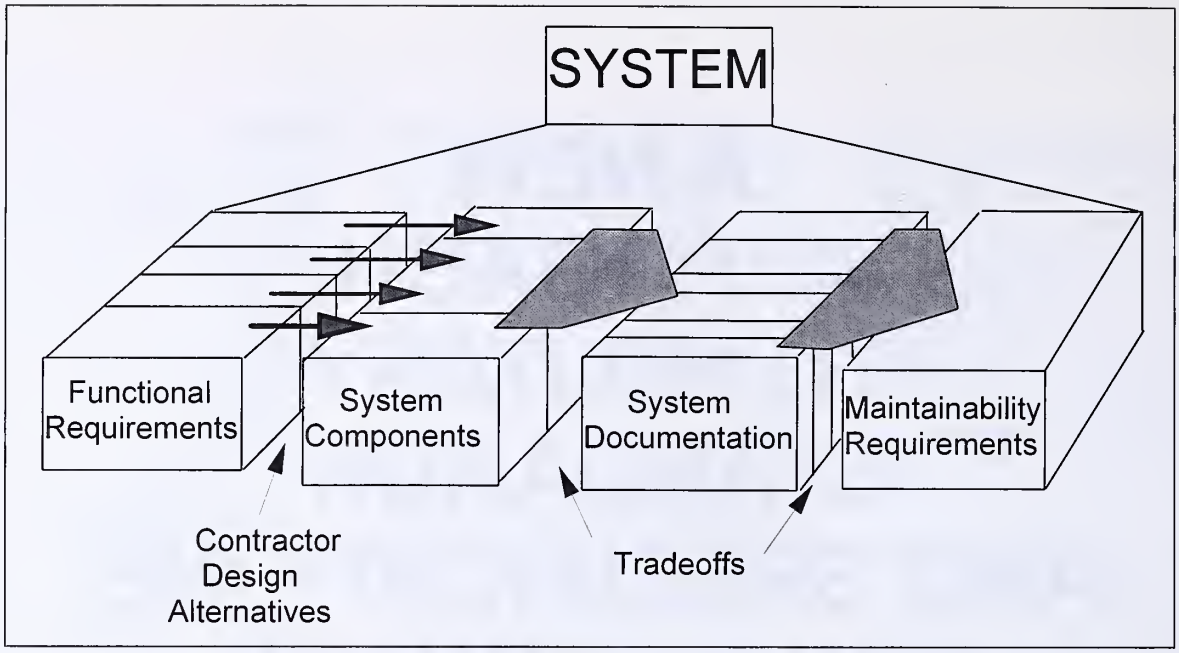


Figure 1.
Performance Specifications.

gested by developer for approval of the acquirer.

A significant change in MIL-STD-498 is improved compatibility with incremental and evolutionary development, with non-hierarchical design methods and with Computer-Aided Software Engineering (CASE) tools. It offers greater flexibility in document preparation, facilitates software reuse, introduces software management indicators, emphasizes supportability and links development to system engineering.

The requirement to "record" or document information is interpreted to mean "set down in a manner that can be retrieved and viewed." Thus, information may be provided as hard copy or electronic "soft copy," computer-aided software engineering (CASE) and project management tools. One thing the MIL-STD-498 does not do is reference other standards. Therefore, there is no layering of requirements which often leads to conflicting and obsolete specifications. This will increase the ease of use for most applications.

Risks With Military Specifications

Rapid changes in technology make it impossible for AMC to stay current with all standards and specifications for which it is responsible. Today's standards are more complex than they were 10 years ago and their number is increasing. Recently, the DOD and the Services began efforts retiring or cancelling standards not identified as essential. Some of these were so dated that they may prevent a developer from using current technology and require two production lines—a current one for commercial products and an older one to meet military specs. An example was the wave soldering equipment specified by MIL-STD-2000A, which was cancelled within the past year.

The cost to DOD to keep all their standards current is unacceptable. We must make greater use of existing or modified commercial standards. Compare Figures 2, Military Specifications, and 3, Commercial Specifications. Figure 2 contains a schematic description of the government's responsibility associated with generating and revising a government specification and then imposing it on a contract with the necessary tailoring. Figure 3, on the other hand, contains a contrasting description of specifications developed commercially. In this case, the industry or industry group assumes responsibility for the development of the specification, while the acquirer or procuring activity is responsible for tailoring the specification and imposing it on the contract.

Recognizing this situation, Dr. William Perry, Secretary of Defense, issued a memorandum, in June 1994, requiring greater reliance on industry standards. MIL-STD-498 was approved in December 1994, but was limited to a two-year trial. Its approval was based, in part, on an agreement between the DOD and industry to develop a commercial replacement for MIL-STD-498.

Commercialization

The Institute of Electrical and Electronics Engineers (IEEE) and the Electronics Industry Association (EIA) established a joint working group in October 1994. This group produced a draft of IEEE STD 1498/EIA IS (International Standard) 640, "Standard for Information Technology, Software Life-Cycle Processes, Software Development, Acquirer-Supplier Agreement." The intent of this standard, derived from MIL-STD-498, is to produce a document which keeps the technical content of MIL-STD-498 but removes DOD-specific terms and contractual references while supporting an environment of free and open competition. IEEE Standard 1498 was approved in December 1995 and will be one of the primary U.S. commercial inputs to the ISO/IEC 12207 Standard, "Software Life Cycle Processes," which will be discussed later.

IEEE 1498/EIA IS 640

Like MIL-STD-498, IEEE 1498 is intended for use by anyone performing software development. It will be tailored to each specific application and used for any type of software. This standard uses the same definition for acquirer, developer and software development as MIL-STD-498. In order to have greater applicability, it retains the contractual language which is easier to adapt to a specific need.

IEEE 1498/EIA IS 640 lets the acquirer specify what is needed and the developer determine how the work is done. The standard does not specify any particular methodology or software life cycle model nor does it specify any design or programming language. It is intended to be used contractually between two independent parties or between two groups within an organization. Like MIL-STD-498, IEEE 1498 and its DIDs are meant to be tailored for specific applications. Tailoring may be specified by the acquirer or suggested by

developers, but the acquirer retains control of the specific items tailored.

It is significant that IEEE 1498/EIA IS 640 does not incorporate the DIDs of MIL-STD-498. Instead, the contents of the DIDs are included as Appendix I, Software Product Descriptions (SPDs). Each SPD eliminates Section 7 of the DID, Application/Interrelationship, but retains Section 3, Description/Purpose and Section 10, Preparation Instructions of the DID.

ISO/IEC 12207

Besides superseding three standards, MIL-STD-498 was targeted for potential use as a future national or international standard. During the development of MIL-STD-498, an international standard for software was being developed, ISO/IEC Draft International Standard (DIS) 12207, "Software Life Cycle Processes." ISO/IEC 12207 is proposed as a framework to reduce the proliferation of standards and provide an international common ground for software development, operation and life cycle development, covering such activities as acquisition, supply, operation, maintenance, quality assurance and others. The standard is a harmonization of DOD-STD-2167 (replaced by MIL-STD-498), and IEEE 1074, "Standard for Developing Software Life Cycle Processes."

The following summarizes MIL-STD-498 and ISO/IEC 12207 from a top level perspective:

Criterion
Level
Audience
Process
Documentation

MIL-STD-498
Top Level
Acquisition Agency
Software Development
Broad Scope

ISO/IEC 12207
Top Level
All Parties
Life Cycle Processes
Undefined

The primary contribution of ISO/IEC 12207 is to combine the fundamental portions of the standard together with the ancillary areas such as resource utilization, metrics and indicators, specialty standards, etc. Ultimately, IEEE-1498 will be replaced by ISO 12207 and harmonized with IEEE 1047 where appropriate (see Figure 4, Standards Relationships).

Improvements in Software Process Methodology

By not specifying any particular methodology, both the military and IEEE/EIA standards allow the developer to choose the best technical solution for the task. The developer can consider the task to be accomplished, the experience of the available workforce, customer desires and applicable commercial products. These standards can be used with any development strategy such as, waterfall, incremental, spiral, or continuous and any method such as object oriented or relational. These standards recognize the value of CASE tools as an alternative means of documentmentation, eliminating the need to reformat or create a document to meet a specific DID.

Another step in implementing performance specifications is to reduce the day-to-day government oversight and approval requirements. Reviews should be held only as necessary to provide progress reports. Approval of interim documents should be kept to a minimum. Remember, it is the end products, the functionality and supportability of the software that we want to approve and accept. The acquirer role during development should be to explain the performance specifications whenever there is misinterpretation, not to approve or disapprove how the developer accomplishes the task.

Acquisition Improvement Implications

The acquirer should focus on getting a system which meets the stated performance factors and allow the developer to use the most cost effective methods available. The DOD should place increased emphasis on commercial standards, where applicable. Where commercial standards are

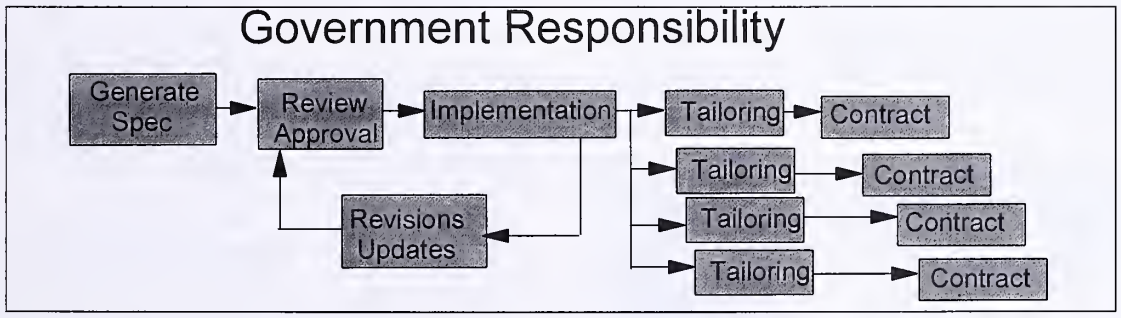


Figure 2.
Military Specifications.

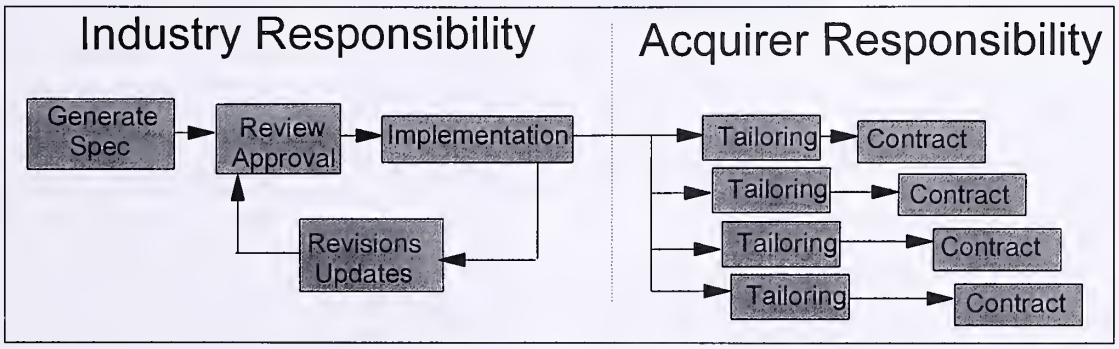


Figure 3.
Commercial Specifications.

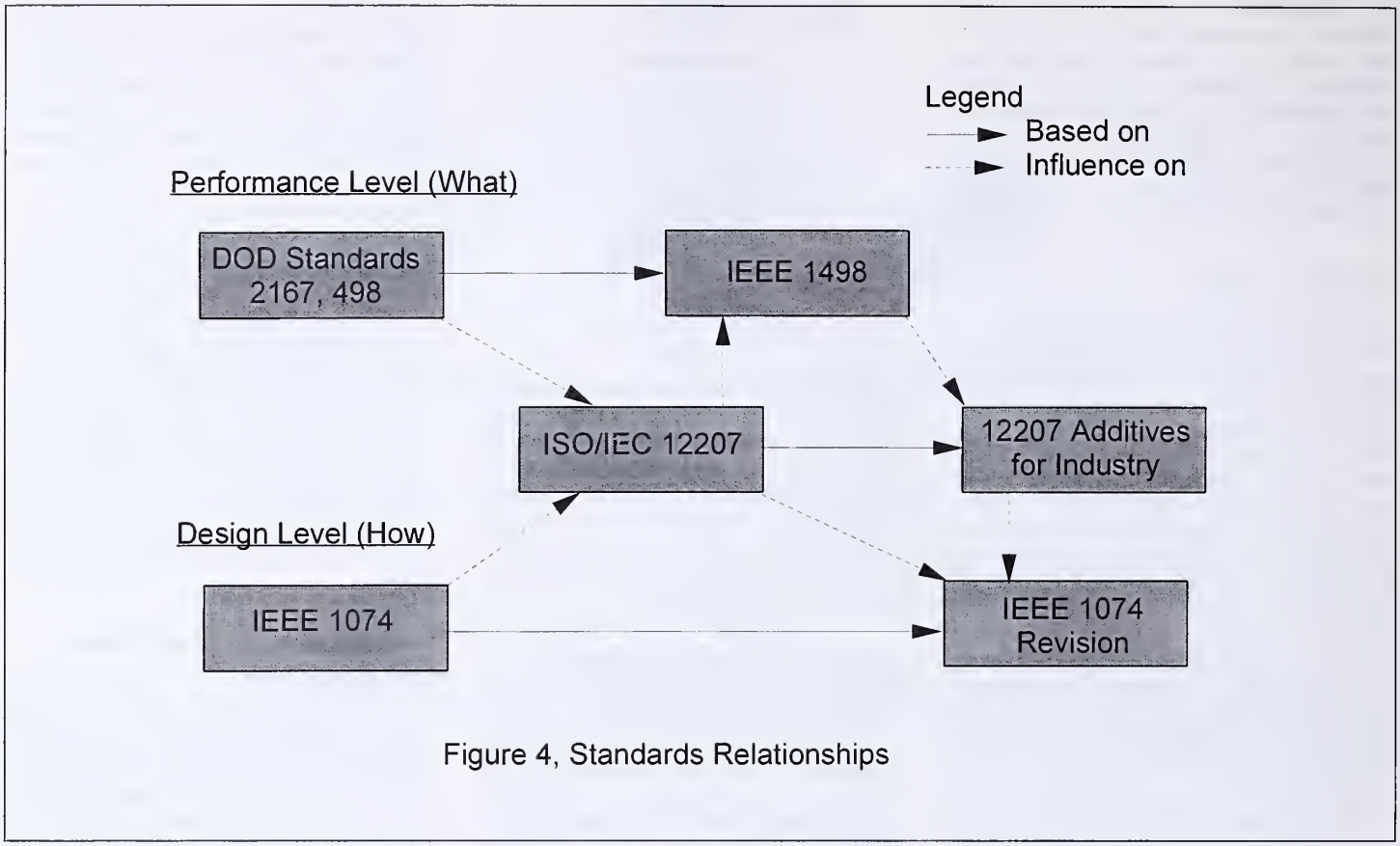


Figure 4.
Standards Relationships.

not applicable or available, performance specifications should be used. The transition of MIL-STD-498 into IEEE 1498/EIA IS 640 will provide a commercial standard where none currently exists. The result is an acquirer-developer relationship in which the software methodology is left open; the acquirer specifies what is needed, while the developer determines which software to use. This conforms with current acquisition reform principles.

Benefits

MIL-STD-498, released in December 1994, addresses the dramatic changes in software development methods and practices of the 1980s and 1990s. We have left the "big bang," "all-or-nothing" approach to software for waterfall, spiral and continuous development methods. Budgets are driving us to incremental approaches where each fiscal year provides a viable deliverable to support early capability in case funding does not materialize for the next fiscal year. With the increased number of reviews and required levels of manpower to develop and maintain a standard, the DOD is ill-suited to continue in this role. We need software which is developed to meet our needs, not just to meet standards.

Conclusions

The Defense acquisition community must make better use of its shrinking resources. Industry is motivated to develop workable performance standards and practices and keep them current with technology in order to stay competitive. The DOD needs to use the best industrial practices, those which respond to the competitive commercial marketplace, to develop cost effective Defense systems. The cooperative joint working group, which developed MIL-STD-498, is a major step in the right direction. Transitioning this standard to commercial practice under the auspices of the IEEE and EIA is the next step. Ensuring that IEEE 1498 is fully implemented in ISO/IEC 12207 is a logical conclusion to this effort. Developing a long-range plan which will transition other military, IEEE, EIA and international standards to industry maintained performance standards is necessary.

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As a Member of the Army Acquisition Corps, What Types of Job Assignments Would You Find Most Challenging?



Thomas Michelli
Program Manager
Army Information Systems
Fort Monmouth, NJ

The acquisition mission facing the Army as it prepares to equip its Force XXI offers most challenging opportunities for members of the Army Acquisition Corps (AAC). As the institutional Army downsizes to help balance the force, there will clearly be fewer acquisition positions than we have enjoyed in recent years. Nonetheless, each of these positions will create superior challenges for our AAC workforce as we field systems with even greater complexity in a more streamlined manner. In addition, the added focus on horizontal technology integration, conceived to ensure interoperability within and affordability of the digital battlefield, demands that all AAC jobs be far broader in scope than in the past. In short, it is hard to imagine any AAC position that could not challenge the best minds in our business.

As a 28-year member of the Army and DOD acquisition community, I have enjoyed the challenges of numerous project management and systems engineering positions. As a senior level manager, I have served as deputy project manager, program manager and deputy program executive officer fielding C4I systems in the tactical, strategic and sustaining base environments. In each of these positions, I had the good fortune of working with some of the most innovative folks in the acquisition career field. Together we fielded numerous systems in two years or less, through the use of COTS (commercial off-the-shelf) technology and integrated product teams, long before either term was common AAC vernacular.

At this point in my career there are three AAC positions that are of particular interest to me. The first, one might guess, is program executive officer (PEO). A PEO position would clearly be most challenging, particularly given my desire to judiciously guide the Army in the fielding of effective COTS systems.

A specific position of interest is as director of the Communications-Electronics Command Research, Development and Engineering Center. This position offers the challenge of a senior leadership role in the systems engineering and integration of complex command, control, communications, and computers, intelligence and electronic warfare systems. It would give me the opportunity to leverage my experiences in COTS integration and direct the systems engineering of solutions which will help the Army to deploy with its garrison based systems.

Finally, I would look forward to the opportunity to be a deputy to the commander of a major subordinate command. This position would offer one of the best opportunities to implement widespread acquisition streamlining initiatives, focusing primarily on matrix support to the PEOs/PMs. As the Army continues to downsize, we must find newer and more innovative ways to provide quality multidisciplined support to our PMs. I would welcome the challenge to enhance a major acquisition organization's effectiveness by building upon team relationships and intensively focusing on customer satisfaction.



Bruce H. Waldschmidt
Director of Acquisition Policy
Office of the Assistant Secretary
Of the Army
(Research, Development and Acquisition)
The Pentagon

There are many days when I believe that I already have the most challenging job assignment in the Army. I suppose we all feel that way. Being in the Army Acquisition Corps is a demanding and, yet, rewarding experience because we acquire and field equipment for the best Army in the world. Rather than name a specific assignment, I have some thoughts on the attributes of the most challenging job assignments. Those assignments:

- Allow us to challenge the status quo and champion new initiatives; allow us to be a catalyst for change and stimulate others.
- Involve us in shaping plans and decisions on the future of the Army's acquisition programs; we participate in the decisions, we are not just bystanders.
- Allow us to work with OSD and the other Services on joint ventures; we expand our horizons beyond our own organization.
- Allow us the maximum amount of flexibility in accomplishing the mission; we are given the mission; we determine how to get it done.
- Provide new problems that we have never encountered in order to stretch our abilities; we can "plow new ground," thereby enriching our job experience.



Carolyn S. Thompson
Director, Program Analysis and Integration Directorate
Missile Defense Space and Technology Center
Space and Strategic Defense Command
Huntsville, AL

I believe all job assignments which have been designated as Critical Acquisition Positions are definitely challenging, with perhaps the positions of program managers and deputy program managers being the pinnacle of the MOST challenging. However, I submit there is one other position within the core positions of a PM shop which is extremely critical and definitely challenging. That position is the chief of the Program and Acquisition Management Division (PAMD), i.e. the organizational element within the PM shop which prepares the cost estimates, supports and prepares budget and financial data, monitors costs and schedules, etc. Because of the nature of the responsibilities within the PAMD, the Chief of this Division is involved in and, therefore, must be cognizant of every aspect of the program. I can speak from experience, as I held this position in two different project offices for eight years.

I found that being the chief, Program and Acquisition Management Division of both the Ground Based Radar (GBR) Project Of-

fice, 1985 to 1989, and the Antisatellite (ASAT) Joint Program Office, 1989 to 1993, were the most challenging jobs I have had in my 28 years of federal service. But I can also say these jobs were my most REWARDING assignments! Every day brought a new challenge and it was exciting just to see what that challenge would be. The challenges were also as varied as preparing text for congressional testimony for the PM and PEO on a particular day and perhaps the next day working with environmental specialists on the impact to some endangered species of "beach mice."

Experience has shown in numerous project offices that the chief of the PAMD usually becomes the PM's "right arm." This individual has to be knowledgeable about every aspect of the program and that is a big challenge. This challenge includes being the repository for "corporate knowledge" on everything that has happened on the program to date; also being familiar with current status of cost, schedule, and performance. It is always a "challenge" just to maintain the latest version of the program's acquisition strategy. In the dynamic world of today's acquisition, I have known an acquisition strategy to change three times within one day.

As we all know, program budget issues seem to make their way into our Christmas holiday activities. These exercises are always challenging especially when you, as chief of the PAMD, the PM, and the DPM are huddled around the table on Christmas Eve morning desperately trying to put together a new coherent acquisition strategy because you have just received a call that your program was cut 25 percent. This takes place while everyone else in the command is in conference rooms and hallways singing Christmas carols, etc. and also while you are concerned about two more gifts you still have to buy and 10 family members arriving at 6:00 p.m. for Christmas Eve dinner.

All of the challenges, how great or small, are worth it all, however to know that you have had a part and have made a contribution to the development and acquisition of a weapon system which will benefit our warfighters. Also it is heartwarming to me to know that from my little world, I can contribute to helping preserve the freedom of our great nation, the United States of America!

As a member of the Army Acquisition Corps, the type of job assignment I find most challenging is the program manager, but second to that is the chief of the Program and Acquisition Management Division. It is also a lot of fun!



John J. Goodbody
Chief, Aviation/Space Systems Division
CECOM Acquisition Center
Fort Monmouth, NJ

I have spent most of my career with the government in contracting at CECOM. In the past few years, the way we do business has changed dramatically. We have made acquisition streamlining a number one priority, and have taken steps to reduce cycle time and solicit and award contracts for our customers within newly established cycle time goals. To realize efficiencies (or the reduction of cycle time) we have reengineered many of our processes, used automation to the fullest extent possible and, most importantly, established a teaming concept with all our customers, which has resulted in a highly motivated multi-functional workforce.

A job/developmental assignment that would be challenging and certainly a fruitful learning experience would be an assignment with one of my largest customers or team members, the Program Executive Office (PEO). An Acquisition Corps assignment with this customer would serve to broaden my perspective on the PEO's direction toward the future and more importantly give me an even greater visibility of the Army's push in preparing the doctrine for the Army of the 21st century. Additionally, while on this assignment, I can enhance the PEO's knowledge and understanding of the CECOM Acquisition Center by sharing goals, knowledge and expertise, and becoming familiar with the correlation and commonality of both positions.

One other challenging assignment would be a developmental position with the CECOM Research, Development, and Engineering Center (RDEC), another major customer of the CECOM Acquisition Center. This assignment would also allow me to learn how to better satisfy my customers' needs as well as provide me with a better understanding of the Army/RDEC mission while expanding my acquisition knowledge beyond my primary career field.

The outcome of being temporarily assigned to either of these positions could only be a positive learning experience that would enhance my knowledge and better allow me to satisfy my customers in a more knowledgeable and expedient manner.



COL Edward Cerutti
Member of the Officer Personnel Management System XXI Precursor Study Group, HQ, Total Army Personnel Command, Alexandria, VA

Every member of the Army Acquisition Corps faces significant challenges and opportunities. Acquisition assignments, by their very nature, are exacting. Given the current environment in which we must accomplish our missions within constrained resources, challenging postings may be found throughout the entire acquisition community.

In my view, there are fundamentally three aspects to every position that determine its level of challenge. These are the leadership considerations, the level of technical skills required, and opportunities for innovation.

In the leadership arena, there are many factors to consider. A position that has no supervisory responsibilities may still have significant leadership facets to it. For example, leadership may be exercised as a member of a staff in the process of obtaining consensus on particular policies or courses of action. For positions that do have supervisory responsibilities, the sheer numbers of people are important, but not the only factor in making the task more difficult. The geographic distribution of personnel and the diversity of tasks and programs can make the leadership aspects of a position more daunting. Finally, the organization's level of visibility has a significant impact on leadership.

The level of technical skills required in a particular position can have a substantial effect on the level of its challenges. Some positions require a high level of competence in a particular field. This may require one to be the expert on a particular topic or topics within an organization. It can be extremely challenging if you must learn a new discipline. Other positions may require broad expertise across a number of fields or disciplines which requires combining a variety of skills in solving a particular problem.

Finally, the ability to innovate can significantly add to the challenges of a specific position. The level of challenge rises significantly if given the freedom to seek alternatives and be creative in the approach to solutions. If only set solutions can be applied to problems, there is little challenge.

After consideration of the leadership and technical aspects of a position as well as the inherent opportunities for innovation, each position must also be considered in light of the environment surrounding it. Rapidly changing statutory, regulatory and budgetary climates can easily raise the challenging aspects of any assignment. That same situation, which is the one we find ourselves in today, makes all our Army Acquisition Corps assignments challenging.

From The AAC Career Manager...

Frequently Asked Questions

The Q&A section is designed to answer questions from the members of the Army Acquisition Corps (AAC) and workforce regarding acquisition career management initiatives. Questions should be e-mailed to walkerk@sarda.army.mil. Answers will be published in the following edition of the Army RD&A magazine.

Q. *Am I in the AAC?*

A. If you occupy a critical acquisition position as a GS-14 or above, you should be in the AAC. You should have received a welcome letter from the director, AAC stating that you were accessed into the AAC. A limited number of GS-13s were also accessed into the AAC in its early days. Your servicing Civilian Personnel Office (CPO) should be able to confirm your membership by looking at the data on your certification record brief (CRB).

Q. *What do I have to do to become an AAC member?*

A. The procedures for becoming a member of the AAC are currently being revised. With the advent of the Corps Eligibles Program for GS-13s, the process has been greatly improved. If you are a GS-13 and are interested in the Corps Eligibles Program, complete a corps eligible status application sheet and send it to the Deputy Director for Acquisition Career Management, 9900 Belvoir Road, Suite 101, Fort Belvoir, VA 22060-5567. The corps eligible status application is available on the Internet at http://www.sarda.army.mil/rdaisa/aacmo02b.htm. If qualified, you will then be designated a corps eligible. Upon selection to a GS-14 position, you will complete the AAC mobility agreement and then be accessed into the AAC.

If you are already a GS-14 or above, you should contact Kathy Johnston at (703)325-2764 to find out when the next accession board will convene and the procedures for submitting an application.

Q. *What do I have to do to get certified?*

A. You should obtain a copy of your CRB, update it to reflect the training, education, and experience which qualifies you for certification, and have your supervisor and certifying official sign it. A copy of the signed CRB should then be provided to your servicing CPO for updating the Army Civilian Personnel System, and another copy of the CRB or a certification list is sent to Deputy Director for Acquisition Career Management, 9900 Belvoir Road, Suite 101, ATTN: Janet Jones, Fort Belvoir, VA 22060-5567, for updating the Acquisition Data Record System.

Q. *What courses should I take for certification?*

A. The courses that are required for certification in each acquisition career field and at each level are listed in the Defense Acquisition University Catalog.

Q. *Can I get grandfathered?*

A. "Grandfathering" is the term commonly used to define those individuals who qualify for AAC membership based on their having 10 years of acquisition experience prior to Oct. 1, 1991. If an individual has this experience AND is Level II certified or meets requirements for Level II certification, then the individual can qualify for AAC membership.

Q. *Can I get my name on distribution for the Acquisition Update?*

A. The Acquisition Update is a periodic e-mail message that contains items of interest to members of the acquisition community. Your name can be placed on the list of addressees by sending an e-mail to walkerk@sarda.army.mil

Q. *How do I get a DAU Catalog?*

A. The DAU Catalog is available in local CPO training offices. It can also be accessed on the Internet at: http://www.acq.osd.mil/dau/. The Internet site also has a listing of class schedules and their locations. You should check with your training coordinator to ensure classes are still being held and that you are scheduled.

Q. *What is the Internet address for the AAC?*

A. The AAC Home Page can be accessed at http://www.army.mil/aac-pg/aac.htm.

FY 97 Military Acquisition Position List (MAPL)

The FY 97 Military Acquisition Position List (MAPL), below, was approved by Director, Army Acquisition Corps LTG Ronald V. Hite on May 2, 1996. Only positions on the approved MAPL are recognized as valid requirements for Army acquisition officers. An electronic copy of the MAPL can be obtained by contacting LTC Bill Gavora, AAC Proponency Office, Office of the Assistant Secretary of the Army (Research, Development and Acquisition) via e-mail at gavoraw@sarda.army.mil.

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
1ST CAV DIV	FC00022	CONTRACTING OFFICER	MAJ	97A00	FT HOOD TX
1ST CAV DIV	FC00023	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
1ST COSCOM	FC00038	CHIEF OF CONTRACTING	LTC	97A00	FT BRAGG NC
1ST COSCOM	FC00039	CONTRACTING OFFICER	MAJ	97A00	FT BRAGG NC
1ST ID	FC00024	CONTRACTING OFFICER	MAJ	97A00	FT RILEY KS
1ST ID	FC00025	CONTRACTING OFFICER	CPT	97A00	FT RILEY KS
2ND SPT CTR	FC00040	CONTRACTING OFFICER	MAJ	97A00	FT BRAGG NC
3RD ARMY	FC00034	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
4TH IO	FC00026	CONTRACTING OFFICER	MAJ	97A00	FT HOOD TX
4TH ID	FC00027	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
4TH MMC	FC00036	CONTRACTING OFFICER	MAJ	97A00	FT HOOD TX
5TH SIGNAL CMD	CZ00091	NETWORK OFFICER	MAJ	53C25	WORMS GERMANY
5TH SIGNAL CMD	CZ00093	AUTOMATION MGT OFFICER	MAJ	53C25	HEIDELBERG GERMANY
5TH SIGNAL CMD	CZ00187	CHIEF C4 BRANCH	LTC	53C25	HEIDELBERG GERMANY
7TH TRANS GP	FC00045	CONTRACTING OFFICER	CPT	97A00	FT EUSTIS VA
10TH MTN DIV	FC00046	CONTRACTING OFFICER	CPT	97A00	FT DRUM NY
10TH MTN DIV	FC00047	CONTRACTING OFFICER	MAJ	97A00	FT DRUM NY
13TH COSCOM	FC00051	CHIEF OF CONTRACTING	LTC	97A00	FT HOOD TX
17TH ASG USARJ	P100003	CONTRACTING OFFICER	MAJ	97A00	YOKOTA AFB JAPAN
24TH IO	FC00032	CONTRACTING OFFICER	MAJ	97A00	FT STEWART GA
24TH ID	FC00033	CONTRACTING OFFICER	CPT	97A00	FT STEWART GA
24TH IO	FC00088	CONTRACTING OFFICER	MAJ	97A00	FT STEWART GA
24TH ID	FC00069	CONTRACTING OFFICER	CPT	97A00	FT STEWART GA
24TH SPT GP	FC00056	CONTRACTING OFFICER	CPT	97A00	FT STEWART GA
25TH ID	P100001	CONTRACTING OFFICER	MAJ	97A00	FT SHAFTER HI
25TH ID	P100002	CONTRACTING OFFICER	CPT	97A00	FT SHAFTER HI
43RD ASG	FC00049	CONTRACTING OFFICER	CPT	97A00	FT CARSON CO
4STH CSG	P100004	CONTRACTING OFFICER	CPT	97A00	FT SHAFTER HI
46TH SPT GP	FC00050	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
84TH CSG	FC00057	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
82ND ABN DIV	FC00020	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
82ND ABN DIV	FC00021	CONTRACTING OFFICER	MAJ	97A00	FT BRAGG NC
101ST ABN DIV	FC00018	CONTRACTING OFFICER	CPT	97A00	FT CAMPBELL KY
101ST ABN DIV	FC00019	CONTRACTING OFFICER	MAJ	97A00	FT CAMPBELL KY
101ST SPT GRP	FC00044	CONTRACTING OFFICER	CPT	97A00	FT CAMPBELL KY
135TH OM CO	FC00084	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
140TH TRANS DET	FC00053	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
160TH SOAR	SP00045	SYSTEM INTEGRATION MANAGER	LTC	51A15	FT CAMPBELL KY
160TH SOAR	SP00046	TEST & EVALUATION OFFICER	MAJ	51A15	FT CAMPBELL KY
160TH SOAR	SP00058	TEST & EVALUATION OFFICER	MAJ	51A15	FT CAMPBELL KY
180TH TRANS DET	FC00054	CONTRACTING OFFICER	CPT	97A00	FT EUSTIS VA
164TH TRANS DET	FC00067	CONTRACTING OFFICER	CPT	97A00	DHAHRAN S ARABIA
355TH TRANS DET	FC00042	CONTRACTING OFFICER	CPT	97A00	FT LEWIS WA
377TH SPT CMD	FC00001	PARC ARCENT	COL	97A00	FT MCPHERSON GA
377TH SPT CMD	FC00002	CHIEF OF CONTRACTING	LTC	97A00	FT MCPHERSON GA
377TH SPT CMD	FC00003	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
377TH SPT CMD	FC00004	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
390TH TRANS DET	FC00043	CONTRACTING OFFICER	CPT	97A00	FT EUSTIS VA
4BBTH QM CO	FC00065	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
507TH SPT GP	FC00048	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
513TH MI BDE	AS00019	AUTOMATION MGT OFFICER	CPT	53C00	FT GORDON GA
52BTH SOSB	SP00054	PURCHASING/CONTRACT OFFICER	CPT	97A00	FT BRAGG NC
52BTH SOSB	SP00055	PURCHASING/CONTRACT OFFICER	CPT	97A00	FT BRAGG NC
593RD SPT GP	FC00017	CONTRACTING OFFICER	CPT	97A00	FT LEWIS WA
704TH MI BDE	AS00002	COMPUTER SCIENTIST	CPT	53C35	FT MEADE MD
704TH MI BDE	AS00003	SYSTEM ACQUISITION MANAGER	MAJ	53C35	FT MEADE MD
704TH MI BDE	AS00004	SYSTEM ACQUISITION MANAGER	MAJ	53C35	FT MEADE MD
704TH MI BDE	AS00010	BUSINESS MANAGER	CPT	53C35	FT MEADE MD
704TH MI BDE	AS00017	R&D OFFICER	MAJ	51A35	FT MEADE MD
704TH MI BDE	AS00020	CHIEF NONCONVENTIONAL PGMS	MAJ	53C35	FT BELVOIR VA
71BTH MI GP	AS00024	COMPUTER SCIENTIST	MAJ	53C35	BAD AIBLING GERMANY
AAESA	AE0039B	AAC PROPONENCY OFFICER	LTC	51A00	PENTAGON
AAESA	AE00400	FA51 PROPONENCY OFFICER	MAJ	51A00	PENTAGON
AAESA	AE0040B	AUTOMATION MGT OFFICER	LTC	53C00	PENTAGON
AAESA	AE00422	PROFESSOR OF AVIONICS	COL	51A15	SHRIVENHAM UK
AAESA	AE00441	DEP DIRECTOR OSO TASK FORCE	COL	53C00	PENTAGON
AAESA	AE004B3	AAC COL ASSIGNMENTS OFFICER	LTC	51A00	ALEXANORIA VA
AAESA	AE00S2B	FA53 PROPONENCY OFFICER	MAJ	53C00	PENTAGON
AAESA	AE00577	HTI WPN SYSTEMS INTEGRATOR	LTC	53C00	PENTAGON
AAESA	AE0057B	HTI WPN SYSTEMS INTEGRATOR	LTC	S1A00	PENTAGON
AAESA	AE00579	HTI WPN SYSTEMS INTEGRATOR	LTC	51A00	PENTAGON
AAESA	AE005B0	AAC DISTRIBUTION MANAGER	MAJ	51A00	ALEXANDRIA VA

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
AAESA	AE00SB1	FUTURE READINESS OFFICER	MAJ	S1A00	ALEXANDRIA VA
AAESA	AE00SB4	ASSOC DIR OEF MODELING & SIM	LTC	S3C00	ALEXANORIA VA
AAESA	AE00602	CHIEF ACQ REFORM OFFICE	COL	97A00	PENTAGON
AAESA	AE00603	PM DEFENSE TRAVEL SYSTEM	COL	53C00	PENTAGON
AAESA	AE00604	PROJECT OFFICER JSIMS	LTC	S1A00	ORLANDO FL
AAESA	AE0060S	ASST PROJECT OFFICER JSIMS	MAJ	51A00	ORLANDO FL
AAESA	AE00B16	PROJECT OFFICER	MAJ	53C00	PENTAGON
AAESA	AE00617	PROJECT OFFICER JSIMS	LTC	S3C00	ORLANDO FL
AAESA	AE0061B	ASST PROJECT OFFICER JSIMS	MAJ	53C00	ORLANDO FL
AAFES	JA00012	DIR PROCUREMENT SPT & POLICY	COL	97A00	OALLAS TX
AOA SCHOOL	TC000AS	THAAD WEAPON SYSTEM OFFICER	MAJ	S1A14	FT BLISS TX
ADA SCHOOL	TC00046	CHIEF HIMAD BRANCH	MAJ	S1A14	FT BLISS TX
AOA SCHOOL	TC00047	ARMY THEATER MSL DEF PROJ OFF	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC00049	HIMAD PROJECT OFFICER	CPT	S1A14	FT BLISS TX
AOA SCHOOL	TC000S0	CHIEF FAADS BRANCH	MAJ	51A14	FT BLISS TX
ADA SCHOOL	TC00051	FAADS PROJECT OFFICER	CPT	51A14	FT BLISS TX
AOA SCHOOL	TC00053	SENIOR TACTICAL ANALYST	MAJ	S1A2S	FT BLISS TX
ADA SCHOOL	TC000S4	C2 OFFICER	CPT	S1A25	FT BLISS TX
ADA SCHOOL	TC00055	CHIEF C2 BRANCH	MAJ	51A14	FT BLISS TX
AOA SCHOOL	TC00056	COMBAT DEVELOPMENTS OFFICER	CPT	S1A00	FT BLISS TX
AOA SCHOOL	TC000S7	SENIOR CONCEPTS OFFICER	MAJ	S1A14	FT BLISS TX
ADA SCHOOL	TC000SB	CONCEPTS OFFICER	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC000S9	CONCEPTS OFFICER	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC00062	COMBAT DEVELOPMENTS OFFICER	MAJ	51A14	FT BLISS TX
ADA SCHOOL	TC00242	ASSISTANT TSM PATRIOT	MAJ	S1A14	FT BLISS TX
ADA SCHOOL	TC00247	ASSISTANT TSM CORPS SAM	MAJ	S1A14	FT BLISS TX
AOQ	AE0049B	CHIEF SYSTEM ENG & ARCH TM	COL	51A00	PENTAGON
ADO	AE00497	ACQ OFFICER ARCHITECTURE	LTC	S3C00	PENTAGON
AOQ	AE0049B	CONTRACTING OFFICER	LTC	97A00	PENTAGON
ADO	AE00499	ACQ OFFICER INTEGRATION	LTC	51A00	PENTAGON
AF ACTIVITY	JA0000B	PROJECT ENGINEER	LTC	S1A00	PENTAGON
AF ACTIVITY	JA00007	PROJECT ENGINEER	LTC	S1A00	PENTAGON
AF ACTIVITY	JA0000B	PROJECT ENGINEER	LTC	51A00	PENTAGON
AF ACTIVITY	JA00009	PROJECT ENGINEER	MAJ	S1A00	PENTAGON
AF ACTIVITY	JA00010	PROJECT ENGINEER	MAJ	S1A00	PENTAGON
AF ACTIVITY	JA00011	PROJECT ENGINEER	MAJ	51A00	PENTAGON
AF ACTIVITY	JA0006B	PROJECT ENGINEER	MAJ	S1A00	PENTAGON
AF ACTIVITY	JA00067	PROJECT ENGINEER	MAJ	S1A00	PENTAGON
AF ACTIVITY	JA0006B	PROJECT ENGINEER	MAJ	51A00	PENTAGON
AF ACTIVITY	JA00069	PROJECT ENGINEER	MAJ	53C00	PENTAGON
AF ACTIVITY	JA00072	PROGRAM DIRECTOR	COL	S1A00	PENTAGON
AF ACTIVITY	JA00076	SPACE ENGINEER	LTC	S1A00	PENTAGON
AFIT	TC001BB	CHIEF ARMY ADVISORY GROUP	LTC	97A00	WRIGHT-PATT AFB OH
AFIT	TC001B9	PROCUREMENT INSTRUCTOR	MAJ	97A00	WRIGHT-PATT AFB OH
AFIT	TC00190	PROCUREMENT INSTRUCTOR	MAJ	97A00	WRIGHT-PATT AFB OH
AI CENTER	SB00015	DIR USA ARTIFICIAL INTEL CTR	COL	S3C00	PENTAGON
AI CENTER	SB00016	CHIEF SCIENTIST	LTC	53C00	PENTAGON
AI CENTER	SB00017	AI ROBOTICS OFFICER	MAJ	51A00	PENTAGON
AI CENTER	SB0001B	SENIOR AI/SYSTEMS AUTOMATION	MAJ	S3C00	PENTAGON
AI CENTER	SB00019	SENIOR AI/SYSTEMS AUTOMATION	MAJ	S3C00	PENTAGON
AI CENTER	SB00020	AI/SYSTEMS AUTOMATION ENGR	CPT	S3C00	PENTAGON
AI CENTER	SB00021	AI/SYSTEMS AUTOMATION OFFICER	CPT	S3C00	PENTAGON
AI CENTER	SB00022	AI/SYSTEMS AUTOMATION OFFICER	CPT	S3C00	PENTAGON
ALMC	TC00091	DEAN SCHOOL ACQUISITION MGT	COL	S1A00	FT LEE VA
ALMC	TC00092	PROCUREMENT INSTRUCTOR	LTC	97A00	FT LEE VA
ALMC	TC00093	COURSE DIRECTOR	LTC	97A00	FT LEE VA
ALMC	TC00095	PROCUREMENT INSTRUCTOR	MAJ	97A00	FT LEE VA
ALMC	TC0009B	PROCUREMENT INSTRUCTOR	MAJ	97A00	FT LEE VA
ALMC	TC00097	PROCUREMENT INSTRUCTOR	MAJ	97A00	FT LEE VA
ALMC	TC00099	RDT&E INSTRUCTOR	MAJ	S1A00	FT LEE VA
ALMC	TC00100	ACQUISITION INSTRUCTOR	MAJ	S1A00	FT LEE VA
ALMC	TC00101	SYSTEMS AUTOMATN INSTRUCTOR	CPT	S3C00	FT LEE VA
ALMC	TC00184	CBT DEVELOPMENTS INSTRUCTOR	MAJ	S1A00	FT LEE VA
ALMC	TC0016B	COMBAT DEV COURSE DIRECTOR	MAJ	S1A00	FT LEE VA
ALMC	TC00241	ACQUISITION INSTRUCTOR	LTC	S3C00	FT LEE VA
ALMC	TC00260	CANADIAN EXCHANGE OFFICER	MAJ	S3C00	OTTAWA CANADA
AMC HQ	X100077	STAFF ACTION CONTROL OFFICER	MAJ	S1A00	ALEXANORIA VA
AMC HQ	X10007B	STAFF OFFICER	LTC	S1A11	ALEXANORIA VA
AMC HQ	X100079	SOFTWARE/AUTOMATION ACQ OFF	LTC	S3C00	ALEXANORIA VA
AMC HQ	X1000B1	CHIEF ENG & INDUSTRIAL MGT DIV	COL	97A00	ALEXANORIA VA
AMC HQ	X1000B2	CHIEF SUPPORT SYSTEMS DIVISION	COL	S1A00	PENTAGON
AMC HQ	X1000B3	STAFF OFFICER	LTC	S1A00	PENTAGON
AMC HQ	X1000B5	PROCUREMENT STAFF OFFICER	LTC	97A00	ALEXANORIA VA
AMC HQ	X1000B6	PROCUREMENT STAFF OFFICER	MAJ	97A00	ALEXANORIA VA
AMC HQ	X1000B7	R&D COORDINATOR	MAJ	S1A00	ALEXANORIA VA
AMC HQ	X1000BB	DIR FORCE XXI SYNCH OFC	COL	S1A00	ALEXANORIA VA
AMC HQ	X100091	CONTRACT/INDUSTRIAL MGT OFF	MAJ	97A00	ALEXANORIA VA
AMC HQ	X100094	CONTRACTING/IND MGT OFFICER	LTC	97A00	ALEXANORIA VA
AMC HQ	X100095	CONTRACT/INDUSTRIAL MGT OFF	MAJ	97A00	ALEXANORIA VA
AMC HQ	X100097	R&D COORDINATOR	MAJ	S1A00	ALEXANORIA VA
AMC HQ	X100100	CHIEF PROGRAM & PRODUCTION DIV	COL	S1A91	ALEXANORIA VA
AMC HQ	X100102	PESO TEAM CHIEF	LTC	S1A15	ALEXANORIA VA
AMC HQ	X100631	CHIEF ARMY CTR-DRUG RDA DIV	COL	S1A00	ALEXANORIA VA
AMC HQ	X100B37	ACQ MANAGEMENT OFFICER	MAJ	97A00	ALEXANORIA VA
AMC HQ	X100B44	SPECIAL ASSISTANT TO CG	LTC	S1A00	ALEXANORIA VA
AMC IG	X10029B	CHIEF SYSTEMS INSPECTION TEAM	LTC	S1A00	ALEXANORIA VA
AMC IG	X100301	CH PROCUREMENT INSPECTIDN TM	LTC	97A00	ALEXANORIA VA
AMC IG	X100302	PROCUREMENT INVESTIGATOR	LTC	97A00	ALEXANORIA VA
AMC IG	X100649	INSPECTOR GENERAL	MAJ	97A00	ALEXANORIA VA
AMC LOG SPT ACT	X100B52	LOGISTICS STAFF OFFICER	MAJ	97A00	HUNTSVILLE AL
AMC LOG SPT ACT	X100BB1	LOGISTICS STAFF OFFICER	CPT	S1A00	HUNTSVILLE AL
AMC LOG SPT ACT	X1006B2	LOGISTICS STAFF OFFICER	CPT	S1A00	HUNTSVILLE AL
AMC LOG SPT ACT	X1006B3	LOGISTICS STAFF OFFICER	CPT	S1A00	HUNTSVILLE AL
AMC LOG SPT ACT	X1006B4	LOGISTICS STAFF OFFICER	CPT	S1A00	HUNTSVILLE AL
AMC LOG SPT ACT	X100711	LOGISTICS STAFF OFFICER	CPT	S1A00	HUNTSVILLE AL
AMSAA	X100343	R&D COORDINATOR	MAJ	S1A02	ABERDEEN PG MD
AMSAA	X100344	R&D COORDINATOR	MAJ	S1A02	ABERDEEN PG MD
AMSAA	X100347	R&D COORDINATOR	MAJ	S1A25	ABERDEEN PG MD
AMSAA	X100351	R&D COORDINATOR	MAJ	S1A02	ABERDEEN PG MD
ARCENT S ARABIA	FC00013	CONTRACTING OFFICER	MAJ	97A00	DHAHRAN S ARABIA
ARCENT S ARABIA	FC00014	CONTRACTING OFFICER	CPT	97A00	DHAHRAN S ARABIA
ARL	X100073	TECHNOLOGY INTEGRATION MGR	LTC	S1A00	TRIANGLE PARK NC
ARL	X100232	COMMANDER	COL	S1A00	ADELPHI MD
ARL	X100234	CHIEF FUTURE TECH INSTITUTE	LTC	S1A00	ADELPHI MD
ARL	X100236	SENIOR COMPUTER SCIENTIST	LTC	S3C00	ATLANTA GA
ARL	X100237	COMPUTER SCIENTIST	MAJ	S3C00	ATLANTA GA
ARL	X10023B	COMPUTER SCIENTIST	MAJ	S3C00	ATLANTA GA
ARL	X100240	CHIEF/SR COMPUTER SCIENTIST	COL	S3C00	ATLANTA GA
ARL	X100242	SENIOR ELECTRICAL ENGINEER	LTC	S1A00	FT MONMOUTH NJ
ARL	X100243	SENIOR COMPUTER SCIENTIST	LTC	S3C00	ABERDEEN PG MD
ARL	X100245	DIR TECHNOLOGY ASSESSMENT	COL	S1A00	ADELPHI MD
ARL	X100246	MILITARY APPLICATIONS OFFICER	MAJ	S1A15	ADELPHI MD
ARL	X100251	MI RESEARCH SCIENTIST	MAJ	S1A3S	FT HUACHUCA AZ
ARL	X100254	CHIEF COGNITIVE PROCESSES BR	LTC	S1A00	ABERDEEN PG MD

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UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
ARL	X1002S8	SDLOIER PERFORMANCE R&O OFF	MAJ	S1A11	ABEROEEN PG MO
ARL	X100264	SENIOR MATERIALS SCIENTIST	LTC	S1A00	ABERDEEN PG MO
ARL	X100265	PHYSICIST	MAJ	S1A00	AOELPHI MO
ARL	X100268	FA VULNERA8LTY ASSESS OFFICER	MAJ	51A13	ABEROEEN PG MO
ARL	X100270	SLAO MILITARY OEPUTY	COL	S1A00	WHITE SANOS NM
ARL	X100272	SR EW VULNERABILITY ASSESS OFF	MAJ	51A14	WHITE SANOS NM
ARL	X100274	CHEM VULNERA8ILITY ASSESS OFF	MAJ	S1A74	ABEROEEN PG MO
ARL	X100278	AEROSPACE ENGINEER	MAJ	S1A15	LANGLEY AFB VA
ARL	X100280	INFANTRY/SOF TECHNICAL MGR	MAJ	S1A11	ABEROEEN PG MD
ARL	X100281	ARTILLERY TECHNOLOGY MANAGER	MAJ	S1A13	ABEROEEN PG MD
ARL	X100283	ARMOR TECHNOLOGY MANAGER	LTC	S1A12	ABEROEEN PG MO
ARL	X100284	MILITARY APPLICATIONS OFFICER	LTC	S1A1S	AOELPHI MD
ARL	X100285	MATERIALS ENGINEER	MAJ	S1A00	ABEROEEN PG MO
ARL	X100636	COMPUTER SCIENTIST	MAJ	S3C00	ABEROEEN PG MO
ARL	X100659	R&O COOROINATOR USMA	MAJ	S1A00	WEST POINT NY
ARL	X100875	OEP OIRECTOR WPNS TECHNOLOGY	COL	S1A02	ABEROEEN PG MO
ARL	X100878	CHIEF MANNEO SYSTEMS DIVISION	COL	S1A00	ABEROEEN PG MO
ARL	X100689	MILITARY INTEGRATION MANAGER	MAJ	S1A00	ALEXANDRIA VA
ARL	X100728	ELECTRICAL ENGINEER	MAJ	S1A00	AOELPHI MD
ARL	X100730	COMMO/ELECTRICAL ENGINEER	MAJ	S1A00	ABEROEEN PG MO
ARL	X100731	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C00	ATLANTA GA
ARL	X100732	COMPUTER SCIENTIST	MAJ	S3C00	ABEROEEN PG MO
ARL	X100747	SENIOR COMPUTER SCIENTIST	LTC	S3C00	ABEROEEN PG MO
ARL	X100781	AUOITORY R&O TEAM LEAOER	MAJ	S1A72	ABEROEEN PG MO
ARMOR SCHOOL	TC00077	ASST TSM TEST AGS	CPT	S1A12	FT KNOX KY
ARMOR SCHOOL	TC00080	CHIEF TECHNICAL BRANCH	MAJ	S1A12	FT KNOX KY
ARMOR SCHOOL	TC00081	MATERIEL OEV OFF SPT EDUIPMENT	CPT	S1A12	FT KNOX KY
ARMOR SCHOOL	TC00083	MATERIEL OEV OFF ARMAMENT	CPT	S1A12	FT KNOX KY
ARMOR SCHOOL	TC00084	MATERIAL OEV OFFICER ARMAMENT	CPT	S1A12	FT KNOX KY
ARMOR SCHOOL	TC00087	PROJECT DESIGN OFFICER	MAJ	51A12	FT KNOX KY
ARMOR SCHOOL	TC00088	MATERIEL OEVELOPMENT OFFICER	CPT	S1A12	FT KNOX KY
ARMOR SCHOOL	TC00238	CHIEF C4 BRANCH	MAJ	S1A12	FT KNOX KY
ARMOR SCHOOL	TC00237	CHIEF SOLOIER SUPPORT BRANCH	MAJ	51A12	FT KNOX KY
ARMOR SCHOOL	TC00239	MATERIEL OEVELOPMENT OFFICER	MAJ	S1A12	FT KNOX KY
ARMOR SCHOOL	TC00254	CONTRACTING OFFICER	MAJ	97A12	FT KNOX KY
ARMOR SCHOOL	TC00258	CHIEF MANEUVER DIVISION	LTC	S1A12	FT KNOX KY
ARMY WAR COLL	SE00003	DIRECTOR RO&A	COL	S1A00	CARLISLE BKS PA
ARMY WAR COLL	SE00004	OPERATIONS OFFICER	MAJ	S3C00	CARLISLE BKS PA
ARSPACE	SC00058	CHIEF ARMY SPACE COMM OIVISION	MAJ	51A00	COLORAOO SPRINGS CO
ARSPACE	SC00059	SPACE R&O ACOUISITION OFFICER	MAJ	51A25	COLORAOO SPRINGS CO
ARSPACE	SC00060	C2 OPERATIONS OFFICER	MAJ	S3C25	COLORAOO SPRINGS CO
ARSPACE	SC00081	SPACE OPERATIONS OFFICER	MAJ	51A1S	HOUSTON TX
ARSPACE	SC00078	SPACE PLANS PROJECT OFFICER	MAJ	S1A13	COLORAOO SPRINGS CO
ASAROA	SA00002	EXECUTIVE OFFICER ASAROA	COL	S1A00	PENTAGON
ASAROA	SA00003	OIRECTOR AAC CAREER POLICY	COL	97A00	PENTAGON
ASAROA	SA00004	EXECUTIVE OFFICER	LTC	S1A00	PENTAGON
ASAROA	SA00005	MILITARY ASSISTANT ASARDA	LTC	S1A00	PENTAGON
ASAROA	SA00006	SCIENCE & TECH INTEGRATION OFF	LTC	51A00	PENTAGON
ASARDA	SA00007	CHIEF CBT SUPPORT SYSTEM EVAL	COL	51A00	PENTAGON
ASARDA	SA00010	DIRECTOR INTL COOPERATION	COL	51A00	PENTAGON
ASARDA	SA00011	STAFF OFFICER INTL COOPERATION	LTC	51A00	PENTAGON
ASARDA	SA00012	STAFF OFFICER INTL COOPERATION	LTC	51A00	PENTAGON
ASARDA	SA00013	EXECUTIVE OFFICER DAS(R&T)	LTC	51A00	PENTAGON
ASARDA	SA00014	EXECUTIVE OFFICER ASB	COL	51A00	PENTAGON
ASARDA	SA00015	PROCUREMENT STAFF OFFICER	LTC	97A00	PENTAGON
ASARDA	SA00016	PROC OFF WV/ARMOR SYSTEMS	COL	97A00	PENTAGON
ASARDA	SA00017	PROCUREMENT OFF ADPE/TELECOM	COL	97A00	PENTAGON
ASARDA	SA00018	EXECUTIVE OFFICER DAS(PLANS)	LTC	51A00	PENTAGON
ASARDA	SA00019	CHIEF PLANS PGMS & RESOURCES	COL	51A00	PENTAGON
ASARDA	SA00020	PLANS PROGRAMS RESOURCES OFF	LTC	51A00	PENTAGON
ASAROA	SA00021	PLANS PROGRAMS RESOURCES OFF	LTC	51A00	PENTAGON
ASAROA	SA00022	PLANS PROGRAMS RESOURCES OFF	LTC	S1A00	PENTAGON
ASAROA	SA00023	PLANS PROGRAMS RESOURCES OFF	LTC	53C00	PENTAGON
ASAROA	SA00024	PLANS PROGRAMS RESOURCES OFF	MAJ	51A00	PENTAGON
ASAROA	SA00025	DIRECTOR CHEMICAL OEMIL	COL	51A00	PENTAGON
ASAROA	SA00028	ACOUISITION POLICY STAFF OFFICER	LTC	97A00	PENTAGON
ASAROA	SA00027	STAFF OFFICER PROGRAM EVAL	LTC	97A00	PENTAGON
ASAROA	SA00028	ACOUISITION POLICY STAFF OFFICER	LTC	S1A00	PENTAGON
ASAROA	SA00029	EXEC OFF SYSTEMS MGT/INTL COOP	LTC	51A00	PENTAGON
ASARDA	SA00030	OIRECTOR CLOSE CBT SYSTEMS	COL	S1A00	PENTAGON
ASAROA	SA00031	STAFF OFFICER ABRAMS	LTC	51A12	PENTAGON
ASAROA	SA00032	STAFF OFFICER BRAOLEY	MAJ	S1A12	PENTAGON
ASAROA	SA00033	STAFF OFFICER AFAS	LTC	51A13	PENTAGON
ASAROA	SA00034	STAFF OFFICER CCV	LTC	51A12	PENTAGON
ASAROA	SA00035	STAFF OFFICER CLOSE COMBAT	LTC	S1A12	PENTAGON
ASARDA	SA00036	STAFF OFFICER	MAJ	51A12	PENTAGON
ASARDA	SA00037	OIRECTOR MISSILE SYSTEMS	COL	S1A14	PENTAGON
ASAROA	SA00038	STAFF OFFICER	LTC	S1A00	PENTAGON
ASAROA	SA00040	STAFF OFFICER MISSILE SYSTEMS	LTC	S1A14	PENTAGON
ASARDA	SA00041	STAFF OFFICER MISSILE SYSTEMS	LTC	S1A13	PENTAGON
ASAROA	SA00042	STAFF OFFICER MISSILE SYSTEMS	LTC	51A11	PENTAGON
ASAROA	SA00043	STAFF OFFICER MISSILE SYSTEMS	MAJ	51A14	PENTAGON
ASAROA	SA00044	STAFF OFFICER MISSILE SYSTEMS	MAJ	S1A13	PENTAGON
ASAROA	SA00045	STAFF OFFICER TACTICAL MISSILES	LTC	51A91	PENTAGON
ASAROA	SA00046	OIRECTOR AVIATION/IEW SYSTEMS	COL	51A15	PENTAGON
ASAROA	SA00047	STAFF OFFICER AVN/IEW	LTC	51A35	PENTAGON
ASARDA	SA00048	STAFF OFFICER AVN/IEW	MAJ	51A35	PENTAGON
ASAROA	SA00049	STAFF OFFICER AVN/IEW	LTC	51A35	PENTAGON
ASAROA	SA00050	STAFF OFFICER AVN/IEW	LTC	51A35	PENTAGON
ASAROA	SA00051	STAFF OFFICER AVN/IEW	LTC	51A25	PENTAGON
ASARDA	SA00052	STAFF OFFICER AVN/IEW	LTC	51A15	PENTAGON
ASAROA	SA00053	STAFF OFFICER AVN/IEW	LTC	51A15	PENTAGON
ASARDA	SA00054	STAFF OFFICER AVN/IEW	LTC	51A15	PENTAGON
ASAROA	SA00055	STAFF OFFICER AVN/IEW	MAJ	51A15	PENTAGON
ASAROA	SA00058	STAFF OFFICER AVN/IEW	MAJ	51A15	PENTAGON
ASAROA	SA00057	STAFF OFFICER AVN/IEW	LTC	51A15	PENTAGON
ASAROA	SA00059	DIRECTOR SPECIAL PROGRAMS	COL	51A00	PENTAGON
ASAROA	SA00060	STAFF OFFICER SPECIAL PROGRAMS	LTC	51A00	PENTAGON
ASAROA	SA00061	STAFF OFFICER SPECIAL PROGRAMS	LTC	51A00	PENTAGON
ASAROA	SA00062	STAFF OFFICER SPECIAL PROGRAMS	MAJ	51A00	PENTAGON
ASAROA	SA00063	OIRECTOR PROGRAM INTEGRATION	COL	51A00	PENTAGON
ASAROA	SA00065	STAFF OFF PROGRAM INTEGRATION	LTC	51A00	PENTAGON
ASAROA	SA00088	SMALL BUSINESS IR PGM OFFICER	LTC	S1A00	PENTAGON
ASAROA	SA00089	OEPUTY OIRECTOR TECHNOLOGY	COL	S1A00	PENTAGON
ASAROA	SA00090	EXECUTIVE OFFICER A&E	LTC	97A00	PENTAGON
ASG KUWAIT	FC00009	OIRECTOR OF CONTRACTING	LTC	97A00	KUWAIT CITY KUWAIT
ASG KUWAIT	FC00010	CONTRACTING OFFICER	MAJ	97A00	KUWAIT CITY KUWAIT
ASG KUWAIT	FC00011	CONTRACTING OFFICER	CPT	97A00	KUWAIT CITY KUWAIT
ASPO	SF00018	OIRECTOR	COL	S1A00	FAIRFAX VA
ASPO	SF00017	CHIEF PROGRAM SUPPORT OIVISION	LTC	S1A00	FAIRFAX VA
ASPO	SF00018	PROJECT OIRECTOR CIP	LTC	51A00	FAIRFAX VA
ASPO	SF00019	PROJECT OIRECTOR AIS	MAJ	51A35	FAIRFAX VA
ASPO	SF00020	SYSTEMS RESEARCH ENGINEER	MAJ	51A00	FAIRFAX VA
ASPO	SF00021	PROJECT OIRECTOR CC/TI	LTC	53C00	FAIRFAX VA

UNITNAME	PO8NUM	TITLE	RANK	PRC	LOCATION
ASPO	SF00022	PROJECT OIRECTOR SIS	MAJ	S1A3S	FAIRFAX VA
ASPO	SF00023	PROJ OIRECTOR TENCAP COMMO	MAJ	S3C2S	FAIRFAX VA
ASPO	SF00024	CHIEF EXERCISE/SIMULATION BR	MAJ	S3C00	FAIRFAX VA
ASPO	SF00025	ILS OFFICER IMAGERY SYSTEMS	MAJ	51A00	FAIRFAX VA
ASPO	SF00028	CHIEF FIELD SUPPORT OIVISION	LTC	S1A35	FAIRFAX VA
ASPO	SF00027	CHIEF TENCAP SYSTEMS ENGR BR	MAJ	S1A00	FAIRFAX VA
ASPO	SF00028	RADAR SYSTEMS OFFICER	MAJ	51A00	FAIRFAX VA
ASPO	SF00029	SENIOR SYSTEMS ENGINEER	MAJ	51A00	FAIRFAX VA
ASPO	SF00030	SYSTEMS ENGINEER SIGINT	CPT	51A35	FAIRFAX VA
ASPO	SF00031	SYSTEM OESIGN ENGINEER	CPT	S1A25	FAIRFAX VA
ASPO	SF00124	CHIEF OEVELOPMENT OIVISION	LTC	S1A00	FAIRFAX VA
ASPO	SF001S2	INTEL SYSTEMS DESIGN ENGINEER	MAJ	S1A3S	FAIRFAX VA
ATCOM	X100190	AEROSPACE ENGINEER	LTC	51A15	MOFFET FIELD CA
ATCOM	X100192	DEPUTY DIRECTOR ACO CENTER	CDL	97A00	ST LOUIS MO
ATCOM	X100193	PROCUREMENT OFFICER	CPT	97A00	ST LOUIS MO
ATCOM	X100194	PROCUREMENT OFFICER	LTC	97A15	ST LOUIS MO
ATCOM	X100197	PROCUREMENT OFFICER	CPT	97A00	ST LOUIS MO
ATCOM	X100198	PROCUREMENT OFFICER	MAJ	97A15	ST LOUIS MO
ATCOM	X100200	PROCUREMENT OFFICER	CPT	97A15	ST LOUIS MO
ATCOM	X100207	OEP OIR SECURITY ASSISTANCE MGT	LTC	S1A15	ST LOUIS MO
ATCOM	X100208	PM MOBILE ELECTRIC POWER	COL	S1A91	SPRINGFIELD VA
ATCOM	X100209	APM MOBILE ELECTRIC POWER	LTC	51A91	SPRINGFIELO VA
ATCOM	X100210	PM PETRDLEM & WATER LOGISTICS	LTC	51A92	9T LDUIS MO
ATCOM	X100213	WSM PSE	LTC	51A31	FT BELVOIR VA
ATCOM	X100214	DIRECTOR NAS PGM COORO OFC	LTC	97A15	WASHINGTON OC
ATCOM	X10021S	OIRECTOR WEAPON SYSTEMS MGT	CDL	51A15	ST LOUIS MO
ATCOM	X100218	WSM UTILITY/ASSAULT HELICOPTER	LTC	S1A15	ST LOUIS MO
ATCOM	X100219	PM FIXEO WING	LTC	S1A15	ST LDUIS MO
ATCOM	X100220	PROCUREMENT OFFICER	MAJ	97A15	ST LOUIS MO
ATCOM	X100222	PROCUREMENT OFFICER	MAJ	97A00	ST LDUIS MO
ATCOM	X100223	PM ATC	LTC	S1A1S	ST LOUIS MO
ATCOM	X100224	WSM AERIAL OELIVERY EDUIPMENT	MAJ	97A92	ST LOUIS MO
ATCOM	X100225	PM SCOUT/ATTACK HELICOPTER	LTC	S1A1S	9T LOUIS MO
ATCOM	X100228	APM LOGISTICS COBRA	MAJ	51A15	ST LOUIS MO
ATCOM	X100534	WSM AGSE	LTC	51A1S	ST LOUIS MO
ATCOM	X100742	PM FORCE PROVIOER	LTC	S1A92	ST LDUIS MO
ATCOM AATO	X100285	EXPERIMENTAL TEST PILOT	LTC	51A15	MOFFET FIELD CA
ATCOM AATO	X100287	COMMANOER	COL	51A15	FT EUSTIS VA
ATCOM AATO	X100288	EXPERIMENTAL TEST PILDT	LTC	51A1S	FT EUSTIS VA
ATCOM AATO	X100289	EXPERIMENTAL TEST PILDT	MAJ	51A1S	FT EUSTIS VA
ATCOM AATO	X100290	PROGRAM MGT OFFICER	CPT	51A1S	FT EUSTIS VA
ATCOM AATO	X100492	PM SPECIAL PROGRAM 202	LTC	51A15	FT EUSTIS VA
ATCOM AATO	X100483	PM SPECIAL PROGRAM 132	LTC	51A15	FT EUSTIS VA
ATCOM AATO	X100738	EXPERIMENTAL TEST PILDT	LTC	51A1S	MOFFET FIELD CA
ATSC	TC00148	MATL ACO MGT OFFICER TECH BASE	MAJ	S1A00	FT EUSTIS VA
ATSC	TC00147	MATL ACO MGT OFFICER SIMULATIO	MAJ	S1A00	FT EUSTIS VA
ATSC	TC00148	MATL ACO MGT OFFICER AOA	CPT	51A14	FT EUSTIS VA
ATSC	TC00204	MATL ACO MGT OFFICER INFANTRY	CPT	51A11	FT EUSTIS VA
ATSC	TC00205	MATL ACO MGT OFFICER AVIATION	MAJ	51A15	FT EUSTIS VA
ATSC	TC00206	MATL ACO MGT OFFICER ARMOR	MAJ	51A12	FT EUSTIS VA
ATSC	TC00210	MATL ACO MGT OFFICER ARTILLERY	MAJ	51A13	FT EUSTIS VA
ATSC	TC00221	MATL ACO MGT OFFICER ENGINEER	MAJ	51A21	FT EUSTIS VA
AVIATION CENTER	TC00012	ASST TSM TRAINING LONGBOW	LTC	51A1S	FT RUCKER AL
AVIATION CENTER	TC00013	ASST TSM LOG LONGBOW	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00014	ASST TPO LOGISTICS	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00015	ASST TSM LOG COMANCHE	LTC	51A1S	FT RUCKER AL
AVIATION CENTER	TC0001B	ASST TSM TRAINING COMANCHE	MAJ	51A1S	FT RUCKER AL
AVIATION CENTER	TC00017	SENIOR R&D STAFF OFFICER	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00018	SENIOR R&O STAFF OFFICER	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00019	AVIATION MATL MGT STAFF OFFICER	CPT	51A15	FT RUCKER AL
AVIATION CENTER	TC00020	CHIEF AVIONICS/EW BRANCH	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00021	C/E OEVELOPMENT OFFICER	CPT	51A15	FT RUCKER AL
AVIATION CENTER	TC00022	SENIOR R&O STAFF OFFICER	MAJ	51A1S	FT RUCKER AL
AVIATION TNG BDE	TC00287	COMMANOER	MAJ	51A15	MESA AZ
BMOO	OF00212	PGM INTEGRATOR SYSTEM ACO	MAJ	S1A14	WASHINGTON OC
BMOO	OF00213	ASST OIRECTOR PAC-3	LTC	51A14	WASHINGTON OC
BMOO	OF00214	OIRECTOR SYSTEM ACOUISITION	COL	51A14	WASHINGTON OC
BMOO	OF00215	ASST OIRECTOR THAAO/GBR	LTC	51A14	WASHINGTON OC
BMOO	OF00215	OIRECTOR MOOELING & SIMULATIDN	COL	S3C00	WASHINGTDN DC
BMOO	OF00217	PGM INTEGRATOR RAOAR TECH	MAJ	S1A00	WASHINGTON OC
BMOO	OF00218	EXECUTIVE OFFICER	LTC	51A00	WASHINGTON OC
BMOO	OF00219	OIRECTOR TEST & EVALUATION	COL	51A00	WASHINGTON OC
BMOO	OF00220	CONTRACTING OFFICER	MAJ	97A00	WASHINGTON OC
BMOO	OF00221	PGM INTEG SYSTEMS APPLICATION	MAJ	51A00	WASHINGTON OC
BMOO	OF00222	PGM INTEG SYSTEMS APPLICATION	LTC	51A00	WASHINGTON DC
BMOO	OF00223	PGM INTEGRATOR SYSTEM ACO	MAJ	51A14	WASHINGTON DC
BMOO	OF00224	PGM INTEG ADV INTERCEPTOR TECH	MAJ	S1A00	WASHINGTON OC
BMOO	OF00225	OEP OIR MODELING & SIMULATION	LTC	S1A00	WASHINGTON OC
BMOO	OF00228	PGM INTEGRATOR SYSTEM ACO	MAJ	S1A14	WASHINGTON DC
BMOO	OF00227	SYSTEM ELEMENT MANAGER GBI	LTC	51A00	PENTAGON
BMOO	OF00228	DIRECTOR PGM MGT & OPS	COL	S1A00	WASHINGTON OC
BMOO	OF00229	PGM INTEGRATOR SYSTEMS ACO	MAJ	S1A14	WASHINGTON OC
BMOO	OF00230	OIR NATL MISSILE OEF READINESS	COL	51A00	PENTAGON
BMOO	OF00231	COMPUTER RESOURCES ENGINEER	MAJ	53C00	WASHINGTDN OC
BMOO	OF00232	OIR INTERCEPTOR TECHNOLOGY	COL	S1A00	WASHINGTON OC
BMOO	OF00233	PGM INTEG SYSTEMS APPLICATION	MAJ	51A00	WASHINGTON OC
BMOO	OF00245	PROGRAM INTEGRATOR BMC3	MAJ	S1A00	WASHINGTON OC
BMOO	OF00248	CHIEF STUDIES & ANALYSIS	MAJ	S1A00	FALCDN AFB CO
BMOO	OF00247	CHIEF SPECIAL PROGRAMS CENTER	MAJ	S1A00	FALCON AFB CO
BMOO	OF00248	PGM INTEGRATOR SENSOR/COMM	MAJ	S1A00	WASHINGTON OC
BMOO	OF00258	CONTRACTING OFFICER	LTC	97A00	PENTAGDN
BMOO	OF00273	PGM INTEGRATOR SYSTEM ACO	MAJ	51A14	WASHINGTON OC
BMOO	OF00274	PGM INTEG INTERCEPT TECH TEST	MAJ	51A00	WASHINGTON OC
BMOO	OF00275	INFORMATION SYSTEMS MANAGER	MAJ	S3C00	WASHINGTON OC
BMOO	OF00278	AUTOMATION INFO SYSTEMS MGR	MAJ	53C00	FALCON AFB CO
BMOO	OF00277	PRDGRAM INTEGRATOR BMC3	MAJ	S1A2S	WASHINGTON DC
CAC	TC00032	SR BATTLE LAB PROJECT OFFICER	MAJ	S1A02	FT LEAVENWORTH KS
CAC	TC00033	SR BATTLE LAB PROJECT OFFICER	MAJ	S1A02	FT LEAVENWORTH KS
CAC	TC00034	SR BATTLE LAB PROJECT OFFICER	MAJ	S1A00	FT LEAVENWORTH KS
CAC	TC00035	CHIEF INTEGRATION DIVISION	LTC	51A00	FT LEAVENWORTH KS
CAC	TC00041	SENIOR PROJECT OFFICER	MAJ	51A25	FT LEAVENWORTH KS
CAC	TC00044	AVCATT PROJECT OFFICER	MAJ	51A15	FT KNOX KY
CAC	TC0022B	ASST TSM MCS/AGCCS	LTC	51A00	FT LEAVENWORTH KS
CAC	TC00230	CONTRACTING OFFICER	CPT	97A02	FT LEAVENWORTH KS
CAC	TC00231	CONTRACTING OFFICER	CPT	97A02	FT LEAVENWORTH KS
CAC	TC00258	SR BATTLE LAB PROJECT OFFICER	MAJ	51A13	FT LEAVENWORTH KS
CAC	TC00259	INSTRUCTOR CGSC	MAJ	51A91	FT LEAVENWORTH KS
CASCOM	TC00083	COMBAT DEVELOPMENTS OFFICER	MAJ	51A92	FT LEE VA
CASCOM	TC00085	SYSTEMS STAFF OFFICER	CPT	51A91	FT LEE VA
CASCOM	TC00086	CBT OEV OFFICER RECOVERY/EVAC	MAJ	51A91	FT LEE VA
CASCOM	TC00087	COMBAT OEV OFFICER CLOTHING	MAJ	51A92	FT LEE VA
CASCOM	TC00088	CBT OEV OFFICER FIELD FEEOING	MAJ	51A92	FT LEE VA
CASCOM	TC00089	COMBAT OEVELPMENTS OFFICER	CPT	51A2S	FT LEE VA
CASCOM	TC00070	COMBAT OEV OFFICER AMMO/LOG	CPT	S1A91	FT LEE VA

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UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
CASCOM	TC00071	CBT DEV OFFICER FIELD SERVICES	CPT	S1A92	FT LEE VA
CASCOM	TC00072	CHIEF COMBAT DISTRIBUTION DIV	LTC	S1A88	FT LEE VA
CASCOM	TC00073	MOTOR TERM MGT SYSTEMS OFF	MAJ	S1A88	FT LEE VA
CASCOM	TC00074	CBT DEV OFFICER WATERCRAFT	CPT	S1A88	FT LEE VA
CASCOM	TC00075	CHIEF FIX DIVISION	LTC	S1A91	FT LEE VA
CASCOM	TC00076	MOTOR TRANSPORTATION MGR	MAJ	S1A88	FT LEE VA
CASCOM	TC00113	COMBAT DEV OFFICER SUBSISTENCE	MAJ	S1A92	FT LEE VA
CASCOM	TC00156	ACO LOGISTICS PROJECT OFFICER	MAJ	S1A00	FT LEE VA
CASCOM	TC00194	CHIEF SUSTAINMENT DIVISION	LTC	S1A92	FT LEE VA
CASCOM	TC00197	CHIEF ARM TEAM AMMO/LOG	MAJ	97A91	FT LEE VA
CASCOM	TC00198	CB DEV OFF ELECTRONIC MAINT	CPT	S1A91	FT LEE VA
CASCOM	TC00207	COMBAT DEVELOPMENTS OFFICER	MAJ	97A00	FT LEE VA
CASCOM	TC00213	R&D COORDINATOR	CPT	53C92	FT LEE VA
CASCOM	TC00234	R&D COORDINATOR MAINTENANCE	CPT	S1A91	FT LEE VA
CASCOM	TC00235	COMBAT DEV OFFICER AMMO	CPT	S1A91	FT LEE VA
CASCOM	TC00273	R&D PROJECT OFFICER	LTC	S1A88	FT LEE VA
CASCOM	TC00274	CHIEF MOVEMENTS TEAM	MAJ	S1A8B	FT LEE VA
CBDCOM	X100490	PM JOINT BIO POINT DETECTOR	LTC	S1A74	ABERDEEN PG MD
CBDCOM	X100558	R&D REQUIREMENTS OFFICER	CPT	S1A74	ABERDEEN PG MD
CBDCOM	X100559	DEPUTY SYSTEM MANAGER	CPT	S1A74	ABERDEEN PG MD
CBDCOM	X100581	APM BIO DEFENSE SYSTEMS	CPT	S1A74	ABERDEEN PG MD
CBDCOM	X1005B2	CHEMICAL STAFF OFFICER	CPT	S1A74	ABERDEEN PG MD
CBDCOM	X100563	JOINT SERVICE R&D COORDINATOR	LTC	S1A74	ABERDEEN PG MD
CBDCOM	X100584	JOINT R&D COORDINATOR	CPT	S1A74	ABERDEEN PG MD
CBDCOM	X100565	ARMY REP JOINT MATERIEL GROUP	LTC	S1A74	ABERDEEN PG MD
CBDCOM	X100566	PM SMOKE & OBSCURANT SYSTEMS	LTC	S1A74	ABERDEEN PG MD
CBDCOM	X100567	APM BIO DEFENSE SYSTEMS	CPT	S1A74	ABERDEEN PG MD
CBDCOM	X1005BB	PM N8C DEFENSE SYSTEMS	COL	S1A74	ABERDEEN PG MD
CBDCOM	X100569	APM NBC RECON SYSTEMS	CPT	S1A74	ABERDEEN PG MD
CBDCOM	X100570	APM LOGISTICS & FIELDING	MAJ	S1A74	ABERDEEN PG MD
CBDCOM	X100720	DEPUTY SYSTEM MANAGER	CPT	S1A74	ABERDEEN PG MD
CBDCOM	X100740	DEPUTY DIRECTOR AOV CONCEPTS	LTC	S1A74	EDGEWOOD ARSENAL MD
CBDCOM	X100741	JOINT SERVICE R&D COORDINATOR	CPT	S1A74	ABERDEEN PG MD
CECOM	X100014	OEPUTY DIRECTOR	COL	S1A15	FT MONMOUTH NJ
CECOM	X100405	ACO & LOG COORDINATOR	CPT	97A25	FT MONMOUTH NJ
CECOM	X100407	C2 & SYSTEM INTEGRATION OIR SPO	LTC	S1A25	FT MONMOUTH NJ
CECOM	X100412	OEPUTY DIRECTOR IEWO	LTC	S1A35	FT MONMOUTH NJ
CECOM	X100414	PROJECT OFFICER	MAJ	S3C00	FT LEAVENWORTH KS
CECOM	X100418	OEPUTY CHIEF EXFOR	LTC	S1A12	FT HOOO TX
CECOM	X100417	SIGNAL WARFARE ENGR OFFICER	MAJ	53C13	FT SILL OK
CECOM	X100419	R&O PROJECT OFFICER	LTC	S1A00	FT BELVOIR VA
CECOM	X1004B9	OEPUTY OIRECTOR CONTRACT OPS	COL	97A25	FT MONMOUTH NJ
CECOM	X100491	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100493	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100494	CONTRACT MGT OFFICER	CPT	97A25	FT MONMOUTH NJ
CECOM	X100495	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100502	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100508	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100512	CONTRACT MGT OFFICER	CPT	97A25	FT MONMOUTH NJ
CECOM	X100515	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100517	TEST OIRECTOR JTF ARMY ACTIVITY	MAJ	51A25	MELBOURNE FL
CECOM	X100520	FIELOING TEAM CHIEF	MAJ	S1A25	FT MONMOUTH NJ
CECOM	X100522	FIELOING TEAM CHIEF	CPT	S1A13	FT MONMOUTH NJ
CECOM	X100523	FIELOING TEAM CHIEF	MAJ	S1A25	FT MONMOUTH NJ
CECOM	X100526	SYSTEM MGT OFFICER	MAJ	S1A25	FT MONMOUTH NJ
CECOM	X100639	ELECTRICAL ENGINEER	LTC	S1A25	FT MONMOUTH NJ
CECOM	X100642	PROJECT OFFICER	MAJ	S1A35	FT MONMOUTH NJ
CECOM	X100673	OEPUTY DIRECTOR CCSLA	LTC	S1A25	FT HUACHUCA AZ
CECOM	X100687	PROJECT OFFICER	CPT	S1A15	FT BELVOIR VA
CECOM	X100705	SYSTEMS OFFICER	MAJ	S3C00	FT MONMOUTH NJ
CECOM	X100710	CHIEF PROJECT OFFICER	LTC	S1A25	FT MONMOUTH NJ
CECOM	X100719	FIELOING TEAM CHIEF	CPT	S1A25	FT MONMOUTH NJ
CECOM	X100725	FIELOING TEAM CHIEF	CPT	S1A25	FT MONMOUTH NJ
CECOM	X100726	FIELOING TEAM CHIEF	MAJ	S1A25	FT MONMOUTH NJ
CECOM	X100763	SOFTWARE OELIVERY MANAGER	MAJ	53C35	MCLEAN VA
CECOM	X100726	FIELOING TEAM CHIEF	MAJ	S1A25	FT MONMOUTH NJ
CECOM RDEC	X100401	OEP OIRECTOR ELECTRICAL ENGR	LTC	51A25	FT MONMOUTH NJ
CECOM ROEC	X100402	OEPUTY OIRECTOR	COL	51A25	FT MONMOUTH NJ
CECOM ROEC	X10040B	CH SPACE & TERRESTRIAL COMMO	COL	S1A25	FT MONMOUTH NJ
CECOM ROEC	X100420	PROJECT MGT OFFICER	CPT	S1A11	FT BELVOIR VA
CENTCOM	JA00050	ACQUISITION OFFICER	LTC	97A00	MCOILL AFB FL
CENTCOM	JA00051	SYSTEMS ANALYST	MAJ	53C00	MCOILL AFB FL
CENTCOM	JA00052	INOUSTRIAL COOPERATION OFFICER	LTC	97A00	CAIRO EGYPT
CENTCOM	JA00053	MAINTENANCE SECTION CHIEF	MAJ	53C00	MCOILL AFB FL
CENTCOM	JA00054	INTEL SYSTEMS OFFICER	CPT	53C00	MCOILL AFB FL
CENTCOM	JA00055	SYSTEM ACQUISITION MANAGER	MAJ	53C00	MCOILL AFB FL
CHEMICAL SCHOOL	TC00183	CHIEF MATERIEL SYSTEMS OIVISION	LTC	51A74	FT MCCLELLAN AL
CHEMICAL SCHOOL	TC00184	SENIOR MATERIEL OEV OFFICER	MAJ	51A74	FT MCCLELLAN AL
CHEMICAL SCHOOL	TC00185	CHIEF CONTAMINATION BRANCH	MAJ	51A74	FT MCCLELLAN AL
CHEMICAL SCHOOL	TC00268	MATERIEL OEVELOPMENT OFFICER	CPT	51A74	FT MCCLELLAN AL
CHIEF OF STAFF	CS00008	CSS PROGRAM ANALYST PA&E	MAJ	97A00	PENTAGON
CHIEF OF STAFF	CS00007	ROA PROGRAM INTEGRATOR	MAJ	S1A00	PENTAGON
CHIEF OF STAFF	CS00008	ROA OFFICER	LTC	S1A00	PENTAGON
CHIEF OF STAFF	CS00010	CONTRACT OFFICER	LTC	97A00	PENTAGON
CHIEF OF STAFF	CS00025	PGM ANALYST COMMO/INFO MGT	MAJ	53C00	PENTAGON
COE	CE00001	PROCUREMENT OFFICER	LTC	97A21	WASHINGTON OC
COE	CE00004	OEPUTY PARC	COL	97A21	WASHINGTON OC
COE	CE00005	PROCUREMENT OFFICER	LTC	97A21	WASHINGTON OC
COE	CE00006	EXECUTIVE OIRECTOR INFO MGT	LTC	53C21	WASHINGTON OC
COE	CE00007	CONTRACTING OFFICER CEMRO	CPT	97A21	OMAHA NE
COE	CE00008	CONTRACTING OFFICER CEMRK	MAJ	97A21	KANSAS CITY KS
COE	CE00010	R&O COORDINATOR WES	CPT	51A21	VICKSBURG MS
COE	CE00011	R&O COORDINATOR WES	CPT	51A21	VICKSBURG MS
COE	CE00012	R&O COORDINATOR WES	CPT	51A21	VICKSBURG MS
COE	CE00013	R&O COORDINATOR WES	CPT	51A21	VICKSBURG MS
COE	CE00014	R&O COORDINATOR WES	CPT	51A21	VICKSBURG MS
COE	CE00015	R&O COORDINATOR WES	CPT	51A21	VICKSBURG MS
COE	CE0001B	STAFF OFFICER	MAJ	51A21	WASHINGTON OC
COE	CE00017	OEPUTY OIRECTOR R&O	COL	51A21	WASHINGTON OC
COE	CE00018	CONTRACTING OFFICER	MAJ	97A21	BALTIMORE MO
COLO REG RES CTR	CE00002	R&O COORDINATOR	CPT	51A21	HANOVER NH
COLO REG RES CTR	CE00003	R&O COORDINATOR	CPT	51A21	HANOVER NH
COLO REG RES CTR	CE00009	R&O COORDINATOR	CPT	51A21	HANOVER NH
CONCEPT ANAL AGY	SS00003	INFORMATION MGT OFFICER	MAJ	53C00	BETHESOA MO
CONT CMO EUR	E100002	CHIEF REGIONAL CONTRACT CT	LTC	97A00	WEISBAOEN GERMANY
CONT CMO EUR	E100004	CHIEF CENTRAL CONTRACT OIVISION	MAJ	97A00	WIESBAOEN GERMANY
CONT CMO EUR	E100005	PROCUREMENT OFFICER	MAJ	97A00	WURZBURG GERMANY
CONT CMO EUR	E100008	CHIEF CONTRACT AOMIN DIVISION	MAJ	97A00	WIESBAOEN GERMANY
CONT CMO EUR	E100010	PROCUREMENT OFFICER	MAJ	97A00	WIESBAOEN GERMANY
CONT CMO EUR	E100013	COMMANOER/PARC	COL	97A00	SECKENHEIM GERMANY
CONT CMO EUR	E100014	PROCUREMENT OFFICER	LTC	97A00	SECKENHEIM GERMANY
CONT CMO KOREA	P800001	COMMANOER	COL	97A00	SEOUL KOREA
CONT CMO KOREA	PB00002	CHIEF TECH CONTRACT AOMIN OIV	LTC	97A00	SEOUL KOREA
CONT CMO KOREA	P800003	CHIEF PUSAN CONTRACTING OFF	MAJ	97A00	PUSAN KOREA

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
CONT CMO KOREA	P800004	CHIEF KUNSAN CONTRACTING OFC	CPT	97A00	KUNSAN KOREA
CONT CMO KOREA	P800005	CHIEF CONTRACT OPERATIONS OIV	LTC	97A00	SEOUL KOREA
CONT CMO KOREA	P800006	DIRECTOR OSAN CONTRACTING OFF	MAJ	97A00	OSAN KOREA
CONT CMO KOREA	P800007	CHIEF TAEGU CONTRACTING OFC	MAJ	97A00	TAEGU KOREA
CONT SPT AGCY	AE00588	EXECUTIVE OFFICER	LTC	97A00	PENTAGON
CONT SPT AGCY	AE00589	CHIEF CONTRACTING SUPPORT DIV	COL	97A00	FALLS CHURCH VA
CONT SPT AGCY	AE00590	PROCUREMENT OFFICER	LTC	97A00	FALLS CHURCH VA
CONT SPT AGCY	AE00591	FA97 PROPONENCY OFFICER	MAJ	97A00	PENTAGON
CONT SPT AGCY	AE00592	OIRECTOR	COL	97A00	FALLS CHURCH VA
CONT SPT AGCY	AE00593	PROCUREMENT OFFICER	LTC	97A00	FALLS CHURCH VA
CONT SPT AGCY	AE00594	PROCUREMENT OFFICER	LTC	97A00	FALLS CHURCH VA
CONT SPT AGCY	AE00595	PROCUREMENT OFFICER	LTC	97A00	FALLS CHURCH VA
OAIG	S800011	INSPECTOR GENERAL	LTC	51A00	PENTAGON
OAIG	SB00012	INSPECTOR GENERAL	LTC	51A00	PENTAGON
OAIG	SB00013	INSPECTOR GENERAL	LTC	97A00	PENTAGON
OARO	OF00321	PROJECT ENGINEER UAV	LTC	51A00	PENTAGON
OARO	OF00324	PROJECT ENGINEER A8IT	MAJ	51A00	PENTAGON
OARPA	AE004B6	CHIEF TACTICAL TECHNOLOGY R&O	LTC	51A00	ARLINGTON VA
OARPA	AE00487	OEFENSE SCIENTIST R&D	LTC	51A00	ARLINGTON VA
OARPA	AE004B8	RESEARCH SCIENTIST R&D	MAJ	51A00	ARLINGTON VA
OARPA	AE00489	OIRECTOR ENGINEERING R&D	MAJ	51A00	ARLINGTON VA
OARPA	AE00490	ADVISOR AIR OEFENSE R&D	MAJ	51A00	ARLINGTON VA
OARPA	AE00491	AOVISOR MANUFACTURING R&O	MAJ	51A00	ARLINGTON VA
OARPA	AE00492	AI/ROBOTICS R&D	MAJ	51A00	ARLINGTON VA
OARPA USAE	OF00204	PROJECT OFFICER SEID	LTC	51A12	ARLINGTON VA
OCSINT	CS00003	AUTOMATION SYSTEMS OFFICER	MAJ	53C35	PENTAGON
OCSLOG	CS00005	OEPUTY PM STRATEGIC SEALIFT	LTC	51A88	ARLINGTON VA
OCSLOG	CS00014	LOGISTICS STAFF OFFICER	LTC	51A91	PENTAGON
OCSLOG	CS00023	EXECUTIVE OFFICER	LTC	51A00	PENTAGON
OCSLOG	CS00024	STAFF OFFICER OTAVJPO	LTC	53C00	PENTAGON
OCSOPS	CS00004	ACQUISITION ANALYST	LTC	51A00	PENTAGON
OCSOPS	CS00016	CHIEF TEST & EVAL BRANCH	LTC	51A00	PENTAGON
OCSOPS	CS00017	R&O COORDINATOR	MAJ	51A00	PENTAGON
OCSOPS LAM TF	SF0014B	AUTOMATION MGT STAFF OFFICER	LTC	53C02	ALEXANORIA VA
OCSOPS LAM TF	SF00149	PROCUREMNT OFFICER	LTC	97A02	ALEXANORIA VA
OCSOPS LAM TF	SF00150	ACQUISITION OFFICER	LTC	51A02	ALEXANORIA VA
OCSPER	CS00011	INFORMATION MGT OFFICER	COL	53C00	PENTAGON
OCSPER	CS00012	CHIEF ACQUISITION POLICY	MAJ	97A00	PENTAGON
OCSPER	CS00013	CHIEF MANPRINT POLICY	LTC	51A00	PENTAGON
OCSPER	CS00015	MANPRINT STAFF OFFICER	MAJ	97A00	PENTAGON
OCSPER	CS00019	SENIOR SYSTEMS ANALYST	LTC	53C00	PENTAGON
OEF MAP AGCY	OF0019B	WEAPON SYSTEMS SUPPORT MGR	LTC	51A00	FAIRFAX VA
OEF MAP AGCY	OF0027B	COMM-COMPUTER PROJECT OFFICER	LTC	51A00	BROOKMONT MO
OEF NUC AGCY	OF00047	SYSTEMS AUTOMATION MGT OFF	MAJ	53C00	ALEXANORIA VA
OEF NUC AGCY	OF0004B	SYSTEMS AUTOMATION MGT OFF	MAJ	53C25	ALEXANORIA VA
OEF NUC AGCY	OF00049	R&O TEST OPERATIONS OFFICER	MAJ	51A00	ALEXANORIA VA
OEF NUC AGCY	OF00320	PROJECT OFFICER ARMS CONTROL	CPT	51A00	KIRTLANO AFB NM
OEF NUC AGCY	OF00325	ARMS CONTROL PROJECT OFFICER	CPT	51A00	ALBUQUERQUE NM
OEF SCIENCE BO	AE00485	OEFENSE SCIENTIST/MIL EXEC	LTC	51A00	PENTAGON
OIA	OF00003	AUTOMATION MGT OFFICER	LTC	53C00	WASHINGTON OC
OIA	OF00004	HAROWARE ENGINEERING OFFICER	LTC	53C00	WASHINGTON OC
OIA	OF00008	AOP PROGRAM OFFICER	MAJ	53C00	WASHINGTON OC
OIA	OF00009	SOFTWARE ENGINEER	CPT	53C35	WASHINGTON OC
OIA	OF00323	AUTOMATION MGT OFFICER	MAJ	53C35	WASHINGTON OC
OIA MSL INTEL CTR	OF00313	R&O COORDINATOR	MAJ	51A35	REDSTONE ARSENAL AL
OIA MSL INTEL CTR	OF00314	PROCUREMENT OFFICER	MAJ	97A00	REDSTONE ARSENAL AL
OIA MSL INTEL CTR	OF00315	PROCUREMENT OFFICER	MAJ	97A00	REDSTONE ARSENAL AL
OIA MSL INTEL CTR	OF00316	PROCUREMENT OFFICER	CPT	97A00	REDSTONE ARSENAL AL
OIR CONV AMMO	X100227	OEP CHIEF PROOUCTION & LOG OIV	MAJ	51A91	ALEXANORIA VA
OIR CONV AMMO	X100462	CHIEF PROOUCTION & LOG OIVISION	LTC	51A91	ALEXANORIA VA
OISA	OF00011	EXECUTIVE OFFICER	LTC	53C00	FALLS CHURCH VA
OISA	OF00012	CHIEF SYSTEMS MAINT OIVISION	LTC	53C00	ARLINGTON VA
OISA	OF00013	EXECUTIVE OFFICER	MAJ	53C00	STERLING VA
OISA	OF00014	SYSTEMS ACQUISITION OFFICER	MAJ	53C00	STERLING VA
OISA	OF00015	ACQUISITION SOFTWARE ENGINEER	CPT	53C00	RESTON VA
OISA	OF00018	CHIEF RESOURCE MONITOR OIVISION	LTC	53C00	ARLINGTON VA
OISA	OF00017	C-E STAFF OFFICER	MAJ	53C00	ARLINGTON VA
OISA	OF00014	CHIEF APPLICATIONS SOFTWARE BR	LTC	53C00	RESTON VA
OISA	OF00020	SYSTEMS ACQUISITION OFFICER	CPT	53C00	STERLING VA
OISA	OF00021	QUALITY ASSURANCE OFFICER	LTC	53C00	STERLING VA
OISA	OF00022	CHIEF OPERATING SYSTEMS SW BR	LTC	53C00	STERLING VA
OISA	OF00023	COMPUTER SYSTEMS OFFICER	MAJ	53C00	STERLING VA
OISA	OF00024	APPLICATIONS SOFTWARE OFFICER	MAJ	53C00	STERLING VA
OISA	OF00050	CHIEF CONTRACT SUPPORT BRANCH	LTC	97A00	ARLINGTON VA
OISA	OF00199	PROCUREMENT STAFF OFFICER	MAJ	97A00	SCOTT AFB IL
OISA	OF00202	SYSTEMS ACQUISITION OFFICER	LTC	53C00	FALLS CHURCH VA
OISA	OF00207	PM OISN	COL	53C25	FALLS CHURCH VA
OISA	OF00208	CHIEF ACQUISITION OIVISION	LTC	53C00	MCLEAN VA
OISA	OF00209	PM OISN/SIP	LTC	53C00	FALLS CHURCH VA
OISA	OF00250	CHIEF APPLICATION TEST BRANCH	LTC	53C00	RESTON VA
OISA	OF00251	SYSTEMS CONT TECH INTEGRATION	MAJ	53C00	FALLS CHURCH VA
OISA	OF00253	OMS PROGRAM OFFICER	MAJ	53C00	FALLS CHRUCH VA
OISA	OF00254	C-E SYSTEMS OFFICER	MAJ	53C00	FALLS CHURCH VA
OISA	OF00255	C-E AUTOMATION OFFICER	MAJ	53C00	FALLS CHURCH VA
OISA	OF00256	SYSTEMS INTGRATION OFFICER	MAJ	53C00	FALLS CHURCH VA
OISA	OF00263	PROCUREMENT OFFICER	CPT	97A00	FALLS CHURCH VA
OISA	OF00264	CHIEF CONTRACT AOMIN BRANCH	CPT	97A00	SCOTT AFB IL
OISA	OF00279	CN INFO SYSTEMS INTEL OFFICER	MAJ	53C00	ARLINGTON VA
OISA	OF00280	CHIEF COUNTER NARCOTICS PGMS	LTC	53C25	FALLS CHURCH VA
OISA	OF00282	CONTRACTING OFFICER	LTC	97A00	ARLINGTON VA
OISA	OF00317	PM C-E SYSTEMS	COL	53C25	FALLS CHURCH VA
OISA	OF00322	X500 OIRECTORY SERVICES OFFICER	LTC	53C00	FALLS CHURCH VA
OISC4	SA00074	ACO PLANS & PROGRAMS STAFF OFF	MAJ	51A25	PENTAGON
OISC4	SA00075	STAFF OFFICER	LTC	51A00	PENTAGON
OISC4	SA00078	CHIEF OATA MGT BRANCH	LTC	53C25	PENTAGON
OISC4	SA00077	STAFF OFFICER	LTC	53C25	PENTAGON
OISC4	SA0007B	STAFF OFFICER	MAJ	53C25	PENTAGON
OISC4	SA00079	STAFF OFFICER	LTC	53C25	PENTAGON
OISC4	SA00080	STAFF OFFICER	MAJ	53C25	PENTAGON
OISC4	SA000B1	STAFF OFFICER	MAJ	53C00	PENTAGON
OISC4	SA00082	STAFF OFFICER	LTC	53C25	PENTAGON
OISC4	SA00083	STAFF OFFICER	LTC	53C25	PENTAGON
OISC4	SA00084	OEPUTY OIRECTOR INFORMATION	COL	53C25	PENTAGON
OISC4	SA00085	STAFF OFFICER	LTC	53C25	PENTAGON
OISC4	SA00086	ACQUISITION STAFF OFFICER	LTC	51A25	PENTAGON
OISC4	SA00091	OEPUTY OIRECTOR STANOARDS	COL	53C25	PENTAGON
OISC4	SA00092	STAFF OFFICER	LTC	53C25	PENTAGON
OISC4	SA00093	STAFF OFFICER	LTC	53C00	PENTAGON
OISC4	SA00103	STAFF OFFICER	MAJ	53C00	PENTAGON
OLA OCMC	OF00134	COMMANOER	COL	97A00	FT BELVOIR VA
OLA OCMC	OF00241	COMMANOER OALLAS AREA OPS	COL	97A00	OALLAS TX
OLA OCMC PLFA	OF0014B	CONTRACT AOMINISTRATOR	CPT	97A00	BALTIMORE MO
OLA OCMC PLFA	OF00152	COMMANOER BALTIMORE AREA OPS	LTC	97A00	BALTIMORE MO
OLA OCMCI	OF00107	OEPUTY OIRECTOR OPERATIONS	LTC	97A00	OAYTON OH

CAREER DEVELOPMENT UPDATE

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
DLA DCMCI	DF00108	CDMMANOER DCMC SDUTH EUROPE	COL	97A00	WEISBADEN GERMANY
DLA DCMCI	DF00109	CDMMANDER DCMC AMERICAS	COL	97A00	OTTAWA CANAOA
DLA DCMCI	DF00110	CHIEF PGM INTEG DCMC AMERICAS	MAJ	97A00	OTTAWA CANADA
DLA DCMCI	DF00111	CHIEF PROGRAM/TECH SPT OCMAD	MAJ	97A00	RIYAOH SAUDI ARABIA
DLA DCMCI	OF00112	COMMANOER DCMO ISRAEL	LTC	97A00	TEL AVIV ISRAEL
DLA DCMCI	DF00113	CDMMANDER DCMAO PACIFIC	COL	97A00	ATSUGI JAPAN
OLA DCMCI	DF00114	CDMMANDER DCMO PUERTO RICO	LTC	97A00	SEBANASECA PR
DLA DCMCI	DF00115	CDMMANOER DCMAO SAUDI ARABIA	LTC	97A00	RIYADH SAUOI ARABIA
OLA DCMCI	DF00130	COMMANOER OCMO KUWAIT	MAJ	97A00	KUWAIT CITY KUWAIT
OLA DCMDE	DF00027	CDNT ADMINISTRATOR DCMD VA	CPT	97A00	MANASSAS VA
DLA OCMDE	DF00078	COMMANDER OCMD VIRGINIA	LTC	97A00	MANASSAS VA
DLA DCMDE	DF00080	CHIEF PROGRAM & TECH SPT DCMAO	LTC	97A00	BALTIMORE MD
DLA DCMDE	DF00081	CDNTRACT ADMINISTRATDR DCMAD	CPT	97A00	DAYTDN OH
DLA DCMDE	DF00083	DEP CDR TECH ASSESS GP OCMAO	LTC	97A00	PHILAOELPHIA PA
DLA DCMDE	DF0008S	COMMANDER OCMAO	LTC	97A00	READING PA
DLA DCMDE	DF00086	PGM INTEG DPRO UNITED DEFENSE	MAJ	97A00	YDRK PA
DLA DCMDE	DF00087	COMMANDER DPRD 8DEING HEL	LTC	97A1S	PHILADELPHIA PA
DLA DCMDE	DF00088	CHIEF FLIGHT OPS BOEING HEL	LTC	97A1S	PHILADELPHIA PA
DLA DCMDE	DF00091	TERMINATION CONT OFF OCMAO	CPT	97A00	SPRINGFIELD NJ
OLA DCMDE	DF00092	DEPUTY CHIEF TECH ASSESS GRDUP	MAJ	97A00	SPRINGFIELD NJ
DLA DCMDE	DF00095	CDNTRACT ADMINISTRATOR	CPT	97A00	DETROIT MI
DLA DCMDE	DF00098	COMMANDER DPRO GEN OYNAMICS	LTC	97A00	LIMA OH
DLA DCMDE	DF00099	PROD OFF DPRO GEN OYNAMICS	MAJ	97A91	LIMA OH
DLA DCMDE	DF00100	ACO OPRO GENERAL DYNAMICS	MAJ	97A91	LIMA OH
DLA DCMDE	DF00101	PROD OFF DPRO GEN OYNAMICS	MAJ	53C91	LIMA OH
DLA DCMDE	DF00102	DEP CHIEF TECH ASSESSMENT GRP	MAJ	97A00	SYRACUSE NY
DLA DCMDE	DF00104	PROGRAM INTEGRATOR DCMO VA	MAJ	97A00	MANASSAS VA
OLA DCMDE	DF00108	OPNS GROUP TEAM LEADER DCMAO	MAJ	97A00	PHILADELPHIA PA
DLA DCMDE	DF00117	PGM INTEG OPRO GRUMMAN	MAJ	97A00	BETHPAGE NY
DLA DCMDE	DF00119	PGM INTEGRATOR DPRO RAYTHEDN	MAJ	97A00	BURLINGTON MA
DLA DCMDE	DF00120	CHIEF BUSINESS MGT TEAM DCMDN	LTC	97A00	BDSTDN MA
DLA DCMDE	DF00121	PRDGRAM INTEGRATDR	MAJ	53C00	NEEDHAM MA
DLA DCMDE	DF00123	OPNS GP TM LDR DCMAD	MAJ	97A00	GARDEN CITY NY
DLA DCMDE	DF00124	COMMANDER DCMAO	LTC	97A00	SYRACUSE NY
DLA DCMDE	OF00129	CONTRACT ADMINISTRATDR DCMAO	CPT	97A00	SYRACUSE NY
OLA DCMDE	DF00131	DEP CHIEF OPNS GP DCMAD	MAJ	97A00	STRATFORO CT
OLA DCMDE	DF00132	PGM INTEGRATOR DPRD SIKORSKY	MAJ	97A1S	STRATFDRD CT
DLA DCMDE	DF00139	CDMMANDER DCMAD	LTC	97A00	FT BENJ HARRISON IN
DLA DCMDE	DF00140	CDMMANDER DCMD	MAJ	97A00	FT WAYNE IN
DLA DCMDE	DF00141	CDMMANDER DCMD	MAJ	97A00	SQUTH BEND IN
DLA DCMDE	DF00142	CDMMANDER DCMAO	LTC	97A00	GRAND RAPIDS MI
DLA DCMDE	DF00143	ADMIN CONTRACT OFFICER DCMAO	MAJ	97A00	GRAND RAPIOS MI
DLA DCMDE	DF00144	CDMMANDER DCMAO	LTC	97A00	CLEARWATER FLA
DLA DCMDE	DF00151	CH TECH ASSESSMENT GRP DCMAO	MAJ	97A00	BIRMINGHAM AL
DLA DCMDE	DF00158	CDNT ADMIN/GDVT FLT REP APMO	MAJ	97A15	MARIETTA GA
DLA DCMDE	DF00157	CDMMANDER DPRO M MARIETTA	LTC	97A00	ORLANDD FL
DLA DCMDE	DF00158	PGM INTEG DPRD MARTIN MARIETTA	MAJ	97A00	ORLANDO FL
DLA DCMDE	DF00159	CDMMANDER DCMD ROCKWELL INTL	MAJ	97A00	OULUTH GA
DLA DCMDE	DF00171	CDMMANDER DPRO UNITED DEF	LTC	97A00	YORK PA
DLA DCMDE	DF00195	CDMMANDER DPRO M MARIETTA	LTC	97A00	PITTSFIELD MA
DLA DCMDI	DF00148	CDMMANDER DCMO HAITI	MAJ	97A00	PDRT-AU-PRINCE HAITI
DLA DCMDI	DF00185	COMMANDER DCMD KDREA	LTC	97A00	SEOUL KOREA
DLA DCMDN	DF00090	COMMANDER DCMAD	CDL	97A00	SPRINGFIELD NJ
DLA DCMDN	DF00093	COMMANDER DCMAD	CDL	97A00	CLEVELAND OH
DLA DCMDN	DF00094	COMMANDER DCMAD	CDL	97A00	DETROIT MI
DLA DCMDN	DF00105	COMMANDER DCMAO	COL	97A00	PHILADELPHIA PA
DLA DCMDN	DF00118	CDMMANDER DPRD RAYTHEON	COL	97A00	BURLINGTON MA
DLA DCMDN	DF00127	CDMMANDER DCMAD	COL	97A00	STATEN ISLAND NY
DLA DCMDN	DF00128	CDMMANDER DCMAO	COL	97A00	GARDEN CITY NY
DLA DCMDN	DF00133	COMMANOER OCMOE	COL	97A00	BOSTDN MA
DLA DCMOS	OF00084	CDMMANOER OCMAO	COL	97A00	BALTIMORE MD
DLA OCMDS	OF00118	CDMMANDER OCMAD	CDL	97A00	ATLANTA GA
DLA OCMOS	OF00153	COMMANOER OCMAO	COL	97A00	BIRMINGHAM AL
OLA DCMDW	OF00103	CHIEF DPS DPRO LORAL/VOUGHT	MAJ	97A00	OALLAS TX
DLA OCMDW	DF00135	CONTRACTING OFFICER DCMAO	MAJ	97A00	CHICAGD IL
DLA DCMDW	DF00137	COMMANOER DCMAO	COL	97A00	CHICAGO IL
DLA DCMDW	DF00138	COMMANDER DCMO	LTC	97A00	MILWAUKEE WI
DLA DCMDW	DF00145	PROC OFF DCMAO TWIN CITIES	MAJ	97A00	MINNEAPOLIS MN
DLA DCMDW	DF00147	COMMANDER DCMO	LTC	97A00	MINNEAPOLIS MN
DLA DCMDW	DF00150	COMMANDER DCMAO	LTC	97A00	ST LOUIS MO
DLA DCMDW	DF00155	COMMANDER DPRO LORAL/VOUGHT	LTC	97A00	DALLAS TX
DLA DCMDW	DF00162	COMMANDER DPRO BELL HEL	COL	97A15	FT WORTH TX
DLA DCMDW	DF00163	CHIEF FLT OPS DPRO BELL HEL	MAJ	97A15	FT WORTH TX
DLA DCMDW	DF00164	PGM INTEG DPRO BELL HELICOPTER	MAJ	97A15	FT WORTH TX
DLA DCMDW	DF00155	COMMANDER DCMAO	COL	97A00	DALLAS TX
DLA DCMDW	DF00166	CDR DPRO STEWART & STEVENSON	LTC	97A00	SEALY TX
DLA DCMDW	DF00167	CHIEF OF STAFF DCMDW	LTC	97A00	EL SEGUNDO CA
DLA DCMDW	DF00145	COMMANDER DCMO	MAJ	97A00	GLENDALE CA
DLA DCMDW	DF00170	PGM INTEGRATOR OPRO NORTHROP	MAJ	97A00	HAWTHORNE CA
DLA OCMDW	OF00172	PROGRAM INTEGRATOR DCMAO	MAJ	97A00	SAN FRANCISCO CA
DLA OCMDW	OF00173	CONTRACTING OFFICER DCMAO	CPT	97A00	SUNNYVALE CA
DLA OCMDW	DF00174	CDR DPRO MCOONNEL DOUGLAS HB	LTC	97A00	HUNTINGTON BEACH CA
OLA OCMDW	OF00175	CHIEF SPACE STATION PGM SPT TM	MAJ	97A00	HUNTINGTON BEACH CA
OLA OCMDW	OF00176	COMMANOER DCMO	MAJ	97A00	VAN NUYS CA
OLA OCMDW	OF00177	ADMIN CONTRACTING OFF DCMAO	CPT	97A00	DOWNEY CA
DLA DCMDW	DF00178	COMMANDER OCMD LORAL/VOUGHT	MAJ	97A00	SANTA MARGARITA CA
OLA OCMDW	DF00179	COMMANDER OCMO	MAJ	97A00	PDRTLANO OR
OLA OCMDW	DF00180	COMMANOER DCMAD	LTC	97A00	BELLVUE WA
OLA OCMDW	OF00181	COMMANOER OCMO AERDJET	MAJ	97A00	AZUSA CA
OLA OCMDW	DF00182	CDMMANDER DCMAO	COL	97A00	PHOENIX AZ
DLA OCMDW	OF00184	CDR DPRO MCOONNEL DOUGLAS	LTC	97A15	MESA AZ
OLA DCMDW	DF00188	CH OPS DPRO MCDDNNEL DDUGLAS	MAJ	97A15	MESA AZ
DLA OCMDW	DF00188	CH CDNTRACTS 8R DPRO HUGHES	CPT	97A00	TUCSON AZ
OLA DCMDW	DF00240	COMMANDER OCMAD	COL	97A00	SUNNYVALE CA
OLA OCMDW	OF00243	COMMANOER OCMO	MAJ	97A00	ALBUQUERQUE NM
DLA DCSC	OF00038	DIRECTOR LAND BASED WEAPONS	CQL	97A00	COLUMBUS OH
DLA DCSC	OF00037	CHIEF LAND BASED ACQ UNIT	LTC	97A00	COLUMBUS OH
DLA OCSC	OF00038	CHIEF MARITIME ACQUISITION UNIT	LTC	97A00	CDLUMBUS DH
DLA OCSC	OF00039	CHIEF COPAO/EDI AOMIN TEAM	MAJ	97A00	COLUMBUS OH
OLA OCSC	OF00071	OEPUTY CHIEF SPECIAL BUYS BR	CPT	97A00	COLUM8US OH
OLA OCSC	OF00072	CHIEF ELECTRO-MECHANICAL BR	MAJ	97A00	COLUMBUS OH
DLA OGSC	OF00044	CHIEF PRODUCT CENTER 2	LTC	97A00	RICHMOND VA
OLA OGSC	OF00045	CHIEF PROCUREMENT BRANCH	MAJ	97A00	RICHMDND VA
OLA OGSC	OF00046	CHIEF LIGHTING EQUIPMENT	CPT	97A00	RICHMONO VA
OLA OISC	DF00074	PRDCUREMENT OFFICER	CPT	97A00	PHILAOELPHIA PA
OLA OISC	DF00075	DIR COMMODITY BUSINESS UNIT	LTC	97A00	PHILADELPHIA PA
OLA DPSC	DF00040	CONTRACTING OFFICER	MAJ	97A00	PHILAOELPHIA PA
OLA OPSC	OF00041	CHIEF TENTAGE & HERALDICS BR	LTC	97A00	PHILADELPHIA PA
OLA OPSC	OF00042	CHIEF PRIME VENOOR WEST REGION	LTC	97A92	PHILAOELPHIA PA
OLA OPSC	OF00319	CHIEF COMMODITY BUSINESS UNIT	CQL	97A92	PHILADELPHIA PA
OLA OPSC EUROPE	OF00196	OEP ASSOC OIR CONTRACTING	MAJ	97A92	WIESBAOEN GERMANY
OLA HQ	OF00025	EXECUTIVE OFFICER OCMC	LTC	97A00	FT BELVOIR VA
DLA HQ	OF00028	ACQUISITION MGMT STAFF OFFICER	LTC	97A00	FT BELVOIR VA
OLA HQ	OF00029	PROCUREMENT OFFICER	MAJ	97A00	FT BELVOIR VA

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
DLA HQ	DF00030	PRDCUREMENT DFFICER	MAJ	97A00	FT BELVOIR VA
DLA HQ	DF00032	CONTRACT MGT STAFF OFFICER	MAJ	97A00	FT BELVOIR VA
DLA HQ	DF00033	QUALITY MGT STAFF OFFICER	MAJ	97A00	FT BELVOIR VA
DLA HQ	DF00079	DIR INTEGRATION PGM DPNS TM	COL	97A00	FT BELVOIR VA
OLA HQ	OF00242	FLIGHT DPERATIONS OFFICER	MAJ	97A1S	FT BELVOIR VA
OOD SPT ACTIVITY	DF00318	CONTRACTING OFFICER UN MISSION	MAJ	97A00	NEW YORK NY
OSAA	OF00200	PROJ OFF ARMY WEAPON SYSTEMS	LTC	53C00	ARLINGTDN VA
DSAA	DF00201	SECURITY ASSISTANCE ANALYST	MAJ	97A00	ARLINGTON VA
DSMC/DAU	DF00282	PRDFESSOR ACQUISITIDN MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00285	OEAN CDLLEGE AOMIN & SERVICE9	COL	51A00	FT BELVOIR VA
OSMC/DAU	DF00287	PROFESSDR ACQUISITION MGT	LTC	S1A00	FT BELVOIR VA
DSMC/DAU	DF00288	PROFESSOR ACQUISITION MGT	LTC	97A00	FT BELVOIR VA
DSMC/DAU	DF00289	PROFESSOR ACQUISITION MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00290	PROFESSOR ACQUISITION MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00291	PROFESSOR ACQUISITION MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00300	PROFESSOR ACQUISITION MGT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00301	PROFESSOR ACQUISITION MGT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00302	PROFESSOR ACQUISITION MGT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00303	PROFESSOR ACQUISITION MGT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00304	PROFESSOR ACQUISITION MGT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00305	PROFESSOR ACQUISITION MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00306	PROFESSOR ACQUISITION MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00302	PROFESSOR ACQUISITION MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00308	PRDFESSOR ACQUISITION MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00309	PROFESSOR ACQUISITION MGT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00310	PROFESSOR ACQUISITION MGT	LTC	97A00	FT BELVOIR VA
DSMC/DAU	DF00311	PROFESSOR ACQUISITION MGT	LTC	97A00	FT BELVOIR VA
DSMC/DAU	DF00312	PROFESSOR ACQUISITION MGT	LTC	97A00	FT BELVOIR VA
DSS-W	SJ00004	COMMANDER	COL	97A00	PENTAGON
DSS-W	SJ00002	CHIEF TELECOM DIVISION	LTC	97A00	PENTAGON
DSS-W	SJ00003	CHIEF OVERSIGHT DIVISION	LTC	97A00	PENTAGON
DSS-W	SJ00004	CHIEF ADP BRANCH	MAJ	97A00	PENTAGON
DSS-W	SJ00005	CHIEF PROCUREMENT BRANCH	MAJ	97A00	PENTAGON
DSS-W	SJ00002	CHIEF TELECOM BRANCH	MAJ	97A00	PENTAGON
ENGINEER CENTER	TC00023	ASST DIRECTOR ACQUISITION	LTC	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00024	SUPERVISORY CBT DEV OFFICER	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00025	AUTOMATION MATERIEL DEV OFF	CPT	53C21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00029	MATERIEL SYSTEMS ANALYSIS OFF	MAJ	53C21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00250	CHIEF WIDE AREA MUNITIONS BR	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00251	CHIEF COUNTERMINE PGMS BR	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00252	CHIEF GRIZZLY/WOLVERINE BR	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00253	CHIEF BRIDGING PROGRAMS BR	MAJ	51A21	FT LEONARD WOOD MO
EUCOM	JA00056	ARMAMENTS COOPERATION OFF	LTC	97A00	PARIS FRANCE
EUCOM	JA00057	ARMAMENTS COOPERATION OFF	LTC	97A00	ROME ITALY
EUCOM	JA00056	ARMAMENTS COOPERATION OFF	LTC	97A02	OSLO NORWAY
EUCOM	JA00056	ARMAMENTS COOPERATION OFF	LTC	97A02	LONDON UK
EUCOM	JA00060	ARMAMENTS COOPERATION OFF	LTC	97A02	ATHENS GREECE
EUCOM	JA00061	ARMAMENTS COOPERATION OFF	MAJ	97A00	ANKARA TURKEY
EUCOM	JA00062	ARMAMENTS COOPERATION OFF	MAJ	97A00	ANKARA TURKEY
FA SCHOOL	TC00125	ASST TSM CANNON	LTC	51A13	FT SILL OK
FA SCHOOL	TC00126	ASST TSM AFAS	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00127	ASST TSM PERSONNEL/LOGISTICS	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00128	ASST TSM ATACMS	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00129	ASST TSM FSC3/AFATDS	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00130	CBT DEVELOPMENTS STAFF OFF	CPT	51A13	FT SILL OK
FA SCHOOL	TC00131	BATTLE LAB STAFF OFFICER	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00130	CBT DEV STAFF OFFICER SADARM	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00133	CBA DEVELOPMENTS STAFF OFF	CPT	51A13	FT SILL OK
FA SCHOOL	TC00134	CBT DEVELOPMENTS STAFF OFF	CPT	51A13	FT SILL OK
FA SCHOOL	TC00135	CBT DEVELOPMENTS STAFF OFF	CPT	51A13	FT SILL OK
FA SCHOOL	TC00136	CBT DEVELOPMENTS STAFF OFF	CPT	51A13	FT SILL OK
FA SCHOOL	TC00137	CBT DEVELOPMENTS STAFF OFF	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00138	COMBAT DEV STAFF OFFICER AFAS	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00140	CBT DEV STAFF OFFICER AFATDS	MAJ	53C13	FT SILL OK
FA SCHOOL	TC00141	CBT DEVELOPMENTS STAFF OFF	CPT	51A13	FT SILL OK
FA SCHOOL	TC00141	CBT DEVELOPMENTS STAFF OFF	CPT	51A13	FT SILL OK
FA SCHOOL	TC00143	CBT DEVELOPMENTS STAFF OFF	CPT	53C00	FT SILL OK
FA SCHOOL	TC00140	CBT DEVELOPMENTS STAFF OFF	CPT	53C13	FT SILL OK
FA SCHOOL	TC00145	CBT DEVELOPMENTS STAFF OFF	CPT	53C13	FT SILL OK
FA SCHOOL	TC00257	ASST TSM MLRS/MFOM	LTC	51A13	FT SILL OK
FA SCHOOL	TC00285	BATTLE LAB STAFF OFFICER	MAJ	97A13	FT SILL OK
FORSCOM HQ	FC00005	PARC FORSCOM	COL	97A00	FT MCPHERSON GA
FORSCOM HQ	FC00006	PROCUREMENT STAFF OFFICER	LTC	97A00	FT MCPHERSON GA
FORSCOM HQ	FC00007	PROCUREMENT STAFF OFFICER	MAJ	97A00	FT MCPHERSON GA
ICPA	X100076	DEPUTY DIRECTOR	COL	51A00	ALEXANDRIA VA
ICPA AUSTRALIA	X100076	COMMANDER	LTC	51A00	CANBERRA AUSTRALIA
ICPA CANADA	X100067	COMMANDER	LTC	51A00	OTTAWA CANADA
ICPA FRANCE	X100071	STANDARDIZATION REP	LTC	51A00	PARIS FRANCE
ICPA GERMANY	X100398	COMMANDER	COL	51A00	BONN GERMANY
ICPA GERMANY	X100399	INTL R&D COORDINATOR	LTC	51A02	BONN GERMANY
ICPA GERMANY	X100400	INTL R&D COORDINATOR	LTC	51A02	BONN GERMANY
ICPA UK	X100068	COMMANDER	COL	51A00	LONDON UK
ICPA UK	X100069	CHIEF STANDARDIZATION	LTC	51A25	LONDON UK
ICPA UK	X100070	STANDARDIZATION REP	LTC	51A15	LONDON UK
IMCEN	SJ00007	CHIEF SUPPORT/SERVICES DIV	COL	S3C00	PENTAGON
IMCEN	SJ00008	CHIEF INFO SYSTEMS MGT BRANCH	LTC	53C00	PENTAGON
IMCEN	SJ00009	CONTRACTING OFFICER	MAJ	97A00	PENTAGON
IMCEN	SJ00010	INFO SYSTEMS ENGINEER	MAJ	53C00	PENTAGON
IMCEN	SJ00011	MACOM DATA AOMINISTRATOR	MAJ	53C00	PENTAGON
IMSA	SA00089	OIRECTOR IIAC	COL	63C00	FAIRFAX VA
IMSA	SA00070	ACQUISITION MGT OFFICER	MAJ	53C00	FAIRFAX VA
IMSA	SA00071	ACQUISITION MGT OFFICER	MAJ	S3C00	FAIRFAX VA
IMSA	SA00094	ACQUISITIDN MGT DFFICER	LTC	53C00	FARIFAX VA
IMSA	SA00095	ACQUISITION MGT OFFICER	MAJ	53C00	FAIRFAX VA
IMSA	SA00098	ACQUISITION MGT OFFICER	MAJ	S3C00	FARIFAX VA
IMSA	SA00097	ACQUISITION MGT OFFICER	MAJ	53C00	FARIFAX VA
IMSA	SA00098	ACQUISITION MGT OFFICER	MAJ	S3C00	FAIRFAX VA
INFANTRY SCHOOL	TC00031	CHIEF FIREPOWER DIVISION	LTC	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00035	PROJECT DFFICER INFANTRY XXI	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00040	ASST TSM BFVS	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00042	CHIEF INFANTRY XXI	MAJ	S1A11	FT BENNING GA
INFANTRY SCHDDL	TC00043	ASST TSM BFVS	MAJ	S1A11	FT BENNING GA
INFANTRY SCHQOL	TC00114	ASST TSM JAVELIN	LTC	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00115	ASST TSM NLOS-CA	MAJ	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00118	ASST TSM ITAS	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00117	ASST TSM LOSAT	MAJ	S1A11	FT BENNING GA
INFANTRY SCHQOL	TC00118	ASST TSM SOLDIER	LTC	51A11	FT BENNING GA
INFANTRY SCHODL	TC00118	ASST TSM SOLOIER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00120	ASST TSM SOLOIER	MAJ	51A11	FT BENNING GA
INFANTRY SCHODL	TC00121	PRDJECT DFFICER CIE/NBC	CPT	S1A11	FT BENNING GA
INFANTRY SCHQOL	TC00122	PROJECT OFFICER INFANTRY XXI	MAJ	51A11	FT BENNING GA
INFANTRY SCHQDL	TC00123	PROJECT DFFICER INFANTRY XXI	CPT	S1A12	FT BENNING GA
INFANTRY SCHQOL	TC00124	SR PROJECT QFFICER BATTLE LABS	MAJ	S1A11	FT BENNING GA
INFANTRY SCHDOL	TC00154	PRDJECT DFFICER SMALL ARMS	CPT	51A11	FT BENNING GA

CAREER DEVELOPMENT UPDATE

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
INFANTRY SCHOOL	TC001B3	PROJECT OFFICER T&E	CPT	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC001B9	CHIEF ELECTRONICS DIVISION	MAJ	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00192	ASST TSM BFVS	LTC	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00199	SENIOR PROJECT OFFICER	MAJ	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00200	CHIEF CIE/NBC DIVISION	MAJ	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00202	CHIEF SMALL ARMS DIVISION	MAJ	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC0021S	PROJECT OFF DIRECTED ENERGY	CPT	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00216	PROJ OFFICER COMM-ELECTRONICS	CPT	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00217	PROJ OFF MORTAR/ANTIARMOR	CPT	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00Z54	PROJECT OFFICER JANUS	CPT	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00255	PROJECT OFFICER BATTLE LABS	CPT	S3C11	FT BENNING GA
INFANTRY SCHOOL	TC002SB	PROJECT OFF FORCE XXI/EXFOR	CPT	S1A11	FT BENNING GA
INFANTRY SCHOOL	TC00Z83	PROCUREMENT OFF BATTLE LABS	MAJ	97A11	FT BENNING GA
INTEL SCHOOL	TC0010Z	ASST TSM TRAINING JSTARS	MAJ	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00103	ASST TSM LOGISTICS JSTARS	MAJ	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00104	ASST TSM PERSONNEL ASAS	MAJ	S1A3S	WASHINGTON OC
INTEL SCHOOL	TC0010S	ASST TSM LOGISTICS ASAS	MAJ	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00108	ASST TSM PERSONNEL GBCS	MAJ	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00107	CBT OEV OFF TRAINING OEVICES	MAJ	S3C3S	FT HUACHUCA AZ
INTEL SCHOOL	TC0010B	REOTS OOCUMENTATION OFFICER	CPT	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00109	SYSTEMS REQUIREMENTS OFFICER	CPT	S1A92	FT HUACHUCA AZ
INTEL SCHOOL	TC00110	SYSTEM AUTOMATION ENGINEER	CPT	S3C35	FT HUACHUCA AZ
INTEL SCHOOL	TC00Z22	SYSTEM REOTS OFF BATTLE LABS	MAJ	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00223	SYSTEMS REQUIREMENTS OFFICER	CPT	S3C3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00Z40	ASST TSM TRAINING GBCS	LTC	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00Z43	ASST TSM TRAINING UAV	LTC	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00Z44	ASST TSM PERSONNEL UAV	MAJ	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC002B9	CHIEF TACTICAL SYSTEMS BRANCH	MAJ	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00270	CBT OEV OFF TRAINING OEVICES	MAJ	S3C3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00Z71	CHIEF OPS NEW SYSTEMS TRAINING	MAJ	S1A3S	FT HUACHUCA AZ
INTEL SCHOOL	TC00272	ITRAINING OEVELOPMENT OFFICER	CPT	S1A3S	FT HUACHUCA AZ
IOC	X1001BB	CONTRACT & INOUSTRIAL MGT OFF	CPT	97A92	TOBYHANNA PA
IOC	X100393	R&O OFFICER	CPT	S1A00	PICATINNY NJ
IOC	X100S71	PROCUREMENT INVESTIGATOR	CPT	97A00	ROCK ISLAND IL
IOC	X100S72	ACOUISITION OFFICER	MAJ	S1A00	ROCK ISLAND IL
IOC	X100S81	PROOUCTION MANAGER	MAJ	97A00	ROCK ISLAND IL
IOC	X100SBZ	PROOUCTION MANAGER	CPT	97A00	ROCK ISLAND IL
IOC	X100S83	CONTRACTING OFFICER	CPT	97A00	ROCK ISLAND IL
IOC	X100SB4	CONTRACT MGT OFFICER	CPT	97A00	ROCK ISLAND IL
IOC	X100SB6	OCS ACQUISITION/PARC	COL	97A00	ROCK ISLAND IL
IOC	X100SB7	CONTRACTING OFFICER	CPT	97A00	ROCK ISLAND IL
IOC	X100SB9	CONTRACTING OFFICER	MAJ	97A00	ROCK ISLAND IL
IOC	X100S9B	CHIEF GOCO/FACILITIES OIVISION	LTC	97A00	ROCK ISLAND IL
IOC	X100602	CONTRACT MGT OFFICER	CPT	97A00	ROCK ISLAND IL
IOC	X100804	CONTRACT MGT OFFICER	CPT	97A00	ROCK ISLAND IL
IOC	X10060S	CONTRACT MGT OFFICER	CPT	97A00	ROCK ISLAND IL
IOC AAO	X1001B2	PROCUREMENT OFFICER	CPT	97A91	ANNISTON AL
IOC AAO	X1001B3	PROCUREMENT OFFICER	CPT	97A91	ANNISTON AL
IOC OESCOM	X1001B0	CONTRACTING OFFICER	CPT	97A91	CHAMBERSBURG PA
IOC OSAFE	X10062B	COMMANOER	LTC	97A9Z	SEOUL KOREA
IOC RIA	X100178	CONTRACT MGT OFFICER	CPT	97A91	ROCK ISLAND IL
IOC RIA	X100179	CONTRACT MGT OFFICER	CPT	97A91	ROCK ISLAND IL
IOC RRAO	X1001B4	PROCUREMENT OFFICER	CPT	97A91	TEXARKANA TX
IOC RRAO	X100185	PROCUREMENT OFFICER	CPT	97A91	TEXARKANA TX
IOC TYAO	X100187	CONTRACT & INOUSTRIAL MGT OFF	CPT	97A9Z	TOBYHANNA PA
ISC	CZ00127	CONTRACT & INOUSTRIAL MGT OFF	MAJ	97A00	FT HUACHUCA AZ
ISC ARPERCEN	CZ00134	COMMANOER	COL	53C00	ALEXANORIA VA
ISC HOFFMAN	CZ0013S	OIRECTOR INFO SERVICES	COL	53C00	ALEXANORIA VA
ISC HOFFMAN	CZ00138	CHIEF PERSONNEL NETWORK OIV	LTC	53C00	ALEXANORIA VA
ISC SAM	CZ00024	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C2S	PENTAGON
ISC SAM	CZ001BS	COMMANOER CASC	LTC	53C2S	PENTAGON
ISEC	CZ00025	CHIEF ENGINEERING OFFICE	COL	53C2S	FT BELVOIR VA
ISEC	CZ00027	AUTOMATED SYSTEMS ENGINEER	MAJ	S3C00	FT HUACHUCA AZ
ISEC	CZ00030	AUTOMATED SYSTEMS ENGINEER	MAJ	S3C00	FT HUACHUCA AZ
ISEC	CZ00031	AUTOMATED SYSTEMS ENGINEER	CPT	S3C00	FT HUACHUCA AZ
ISEC	CZ00032	AUTOMATED SYSTEMS ENGINEER	MAJ	S3C00	FT HUACHUCA AZ
ISEC	CZ00033	AUTOMATED SYSTEMS ENGINEER	CPT	S3C00	FT HUACHUCA AZ
ISEC	CZ00034	SOFTWARE ENGINEER	CPT	S3C00	FT BELVOIR VA
ISEC	CZ0003S	SOFTWARE ENGINEER	CPT	S3C00	FT BELVOIR VA
ISEC	CZ000B1	SYSTEMS AUTOMATION ENGINEER	CPT	S3C00	FT LEE VA
ISEC	CZ00063	SYSTEMS AUTOMATION ENGINEER	CPT	53C00	FT HUACHUCA AZ
ISEC	CZ00070	SYSTEMS AUTOMATION ENGINEER	LTC	53C00	FT LEE VA
ISEC	CZ00071	CHIEF SYSTEMS AUTOMATION ACO	LTC	S3C00	FT HUACHUCA AZ
ISEC	CZ000BZ	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C00	FT HUACHUCA AZ
ISEC	CZ00083	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C00	FT LEE VA
ISEC	CZ000B7	AUTOMATED SYSTEMS ENGINEER	CPT	53C00	FT HUACHUCA AZ
ISEC	CZ00168	OIRECTOR TECH INTEGRATION CTR	COL	S3CZ5	FT HUACHUCA AZ
ISEC	CZ0017B	OIRECTOR FORCE PROJECTION ENG	COL	S3C00	FT HUACHUCA AZ
ISEC	CZ00180	AUTOMATED SYSTEMS ENGINEER	CPT	53C25	FT HUACHUCA AZ
ISEC	CZ00181	AUTOMATED SYSTEMS ENGINEER	CPT	S3C25	FT HUACHUCA AZ
ISEC	CZ00182	SYSTEMS AUTOMATION ENGINEER	CPT	53C00	FT HUACHUCA AZ
ISMA	CZ00003	PM DCASS	COL	S1A25	FT MONMOUTH NJ
ISMA	CZ00004	PM DEFENSE DATA NETWORK	LTC	S1A25	FT MONMOUTH NJ
ISMA	CZ00005	PM SMALL COMPUTER PROGRAM	LTC	53C00	FT MONMOUTH NJ
ISMA	CZ00005	PROD LDR SMALL COMPUTER PGM	MAJ	53C00	FT MONMOUTH NJ
ISMA	CZ00008	PROJECT OFFICER	CPT	S1A25	FT MONMOUTH NJ
ISMA	CZ00003	PROJECT OFFICER	MAJ	S3C25	FT MONMOUTH NJ
ISMA	CZ00010	PROJECT OFFICER	CPT	S1A25	FT MONMOUTH NJ
ISMA	CZ00011	PROJECT OFFICER	CPT	S1A25	FT MONMOUTH NJ
ISMA	CZ00012	PROJECT OFFICER	CPT	53C25	FT MONMOUTH NJ
ISMA	CZ00013	PM IM&TPR	COL	53C00	PENTAGON
ISMA	CZ00014	PM OMS	COL	S3C00	FT MONMOUTH NJ
ISMA	CZ00015	APM SCORE	LTC	S1A25	FT MONMOUTH NJ
ISMA	CZ0001B	PM OSCSI	LTC	S1A25	FT MONMOUTH NJ
ISMA	CZ00017	PROJECT LEAOER	MAJ	S1A25	FT MONMOUTH NJ
ISMA	CZ00018	PROJECT LEAOER	MAJ	S1A25	FT MONMOUTH NJ
ISMA	CZ00019	PROJECT LEAOER	MAJ	S1A25	FT MONMOUTH NJ
ISMA	CZ00020	PROJECT LEAOER	CPT	S1A25	FT MONMOUTH NJ
ISMA	CZ000Z1	PM IMA MODERNIZATION	LTC	53C25	FT BELVOIR VA
ISMA	CZ000ZZ	PROJECT OFFICER	MAJ	S1A2S	STUTTGART GERMANY
ISMA	CZ00173	PROJECT LEAOER	CPT	S3CZ5	FT MONMOUTH NJ
ISMA	CZ00174	PROJECT LEAOER	CPT	S3CZ5	FT MONMOUTH NJ
ISMA	CZ00175	PROJECT OFFICER	CPT	S3C25	FT MONMOUTH NJ
ISMA	CZ00176	PRODUCT LEADER INFO MGT	LTC	53C25	PENTAGON
ISSAA	SB00001	SYSTEMS ACQUISITION OFFICER	LTC	S3C00	ALEXANORIA VA
ISSAA	SB00002	AUTOMATION MGT OFFICER	MAJ	S3C00	ALEXANORIA VA
ISSAA	SB00005	AUTOMATION MGT OFFICER	MAJ	S3C00	ALEXANORIA VA
ISSAA	SB00006	ACQUISITION OPERATIONS OFFICER	LTC	97A00	ALEXANORIA VA
ISSAA	SB00007	AUTOMATION MGT OFFICER	MAJ	S3C00	ALEXANORIA VA
ISSAA	SB00009	AUTOMATION MGT OFFICER	MAJ	53C00	ALEXANORIA VA
ISSAA	SB00009	PROCUREMENT OFFICER	MAJ	97A00	ALEXANORIA VA
ISSC	CZ00098	COMMANOER	COL	53C00	FT BELVOIR VA
ISSC	CZ00098	XO/SENIOR SOFTWARE ENGINEER	MAJ	53C00	FT BELVOIR VA
ISSC	CZ00093	COMMANOER HHC	CPT	53C00	FT BELVOIR VA

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
ISSC	CZ0010B	AUTOMATION MGT OFFICER	CPT	53C00	FT BELVOIR VA
ISSC	CZ00112	SENIOR SOFTWARE ENGINEER	MAJ	S3C00	FT BELVOIR VA
ISSC	CZ00113	SOFTWARE ENGINEER	MAJ	S3C00	FT BELVOIR VA
ISSC	CZ00115	SENIOR SOFTWARE ENGINEER	LTC	S3C00	FAIRFAX VA
ISSC	CZ00121	SOFTWARE ENGINEER	MAJ	S3C00	FAIRFAX VA
ISSC	CZ0012Z	SENIOR SOFTWARE ENGINEER	MAJ	S3C00	FT BELVOIR VA
ISSC	CZ0012S	SOFTWARE ENGINEER	MAJ	S3C00	FT BELVOIR VA
ISSC	CZ0012B	SOFTWARE ENGINEER	MAJ	S3C00	FAIRFAX VA
ISSC	CZ00172	AUTOMATION MGT OFFICER	CPT	S3C00	FT BELVOIR VA
JOINT STAFF J3	OF00067	OPERATIONS OEVELOPMENT ENGR	MAJ	S3C00	PENTAGON
JOINT STAFF J8	OF00069	WEAPONS SYSTEM PGM EVALUATOR	LTC	S1A00	PENTAGON
JOINT STAFF J8	OF00070	WEAPONS SYSTEM PGM EVALUATOR	LTC	S1A00	PENTAGON
JOINT STAFF J8	OF00244	WEAPONS SYSTEM PGM EVALUATOR	LTC	S1A00	PENTAGON
JOINT STAFF J8	OF00266	CHIEF SYSTEMS PGM EVAL OIV	COL	S1A00	PENTAGON
JPO BIO OEF	AE00426	OEPUTY PM OETECTION PROGRAMS	LTC	S1A74	FALLS CHURCH VA
JPO BIO OEF	AE004SS	OETECTION PROJECT OFFICER	MAJ	S1A74	FALLS CHURCH VA
JPO BIO OEF	AE00B19	PM JT BIO POINT OETECT SYSTEM	LTC	S1A74	ABEROEEN PG MO
JRTC	TC0019S	CONTRACT MGT OFFICER	MAJ	97A00	FT POLK LA
JSOC	OJ0001Z	CHIEF AOP OIVISION	LTC	53C35	FT BRAGG NC
JSOC	OJ00013	PROCUREMENT OFFICER	MAJ	97A00	FT BRAGG NC
JSOC	OJ00018	REQUIREMENTS OFFICER	MAJ	S1A00	FT BRAGG NC
JT C&C WF CTR	JA00047	CHIEF PLANS OIVISION	MAJ	S1A00	SAN ANTONIO TX
JTPO UAV	AE00391	PM JTPO UAV	COL	51A00	REOSTONE ARSENAL AL
JTPO UAV	AE00392	APM FIELDING JTPO UAV	LTC	51A35	REDSTONE ARSENAL AL
JTPO UAV	AE00393	APM LOGISTICS JTPO UAV	MAJ	51A35	REDSTONE ARSENAL AL
JTPO UAV	AE00394	APM R&O JTPO UAV	MAJ	S1A00	FT HUACHUCA AZ
JTPO UAV	AE00395	LIAISON OFFICER JTPO UAV	LTC	51A35	ARLINGTON VA
JTPO UAV	AEC0539	PM JTPO UAV MANEUVER	LTC	S1A00	REDSTONE ARSENAL AL
JUSMAG KOREA	JA0003B	DIRECTOR TECH TRAINING & OPS	COL	S1A00	SEOUL KOREA
MICOM	X100106	DIRECTOR SMART WPNS MGT OFC	COL	51AC2	REDSTONE ARSENAL AL
MICOM	X10013B	DEPUTY DIRECTOR ACQ CENTER	COL	97A00	REDSTONE ARSENAL AL
MICOM	X100112	CONTRACT/INDUSTRIAL MGT OFF	CPT	97A13	REDSTONE ARSENAL AL
MICOM	X100115	CONTRACT/INDUSTRIAL MGT OFF	LTC	97A00	REDSTONE ARSENAL AL
MICOM	X100116	CONTRACT/INDUSTRIAL MGT OFF	MAJ	97A91	REDSTONE ARSENAL AL
MICOM	X100112	CHIEF ASCO	COL	S1A91	REDSTONE ARSENAL AL
MICOM	X100122	APM BLOCK II ATACMS	CPT	S1A13	REDSTONE ARSENAL AL
MICOM	X100131	TEST MANAGER	CPT	S1A13	REDSTONE ARSENAL AL
MICOM	X10013B	AD COMMAND & CONTROL OFFICER	MAJ	S1A14	REDSTOEN ARSENAL AL
MICOM	X10013B	SUPPORT INTEGRATION MANAGER	MAJ	51A02	REDSTONE ARSENAL AL
MICOM	X100141	DIR SECURITY ASSISTANCE MGT	COL	S1A00	REDSTONE ARSENAL AL
MICOM	X100145	APM TECHNOLOGY UGV/S JPO	LTC	51A91	REDSTONE ARSENAL AL
MICOM	X10016B	PATRIOT LOGISTICS OFFICER	MAJ	S1A14	JEDDAH SAUDI ARABIA
MICOM	X100153	CH PATRIOT FT BLISS FIELDING OFC	MAJ	S1A14	FT BLISS TX
MICOM	X100153	AVENGER LOG/FIELDING OFFICER	MAJ	S1A14	REDSTONE ARSENAL AL
MICOM	X100157	HELLFIRE FIELDING OFFICER	MAJ	51A91	REDSTONE ARSENAL AL
MICOM	X100160	MLRS FIELDING OFFICER	MAJ	S1A91	REDSTONE ARSENAL AL
MICOM	X100162	CHIEF GROUND TOW SYSTEM	MAJ	S1A91	REDSTONE ARSENAL AL
MICOM	X100153	ITAS FIELDING OFFICER	CPT	S1A91	REDSTONE ARSENAL AL
MICOM	X10016B	AUAV LOGISTICS OFFICER	CPT	S1A91	REDSTONE ARSENAL AL
MICOM	X10016B	MLRS FIELDING OFFICER	CPT	S1A91	REDSTONE ARSENAL AL
MICOM	X100643	TEST & EVALUATION OFFICER	MAJ	S1A00	REDSTONE ARSENAL AL
MICOM	X100658	PATRIOT DEPLOYMENT OFFICER	LTC	S1A91	REDSTONE ARSENAL AL
MICOM	X100708	APM PROD IMPROV & FLDG JAVELIN	MAJ	S1A91	REDSTONE ARSENAL AL
MICOM	X100714	CHIEF NATO HAWK	LTC	S1AC0	PARIS FRANCE
MICOM TMDE ACTY	X100228	PM TMDE	COL	S1A00	REDSTONE ARSENAL AL
MICOM TMDE ACTY	X100231	PM ATSS	LTC	S1A00	REDSTONE ARSENAL AL
MP SCHOOL	TC00174	SENIOR RDT&E OFFICER	MAJ	S1A91	FT MCCLELLAN AL
MP SCHOOL	TC00175	SENIOR RDT&E OFFICER	MAJ	S1A31	FT MCCLELLAN AL
MP SCHOOL	TC0017S	RDT&E OFFICER	CPT	S1A91	FT MCCLELLAN AL
MP SCHOOL	TC00182	SENIOR RDT&E OFFICER	MAJ	S1A91	FT MCCLELLAN AL
MTMC	MT00001	PM TCACCIS	LTC	S3C00	ARLINGTON VA
NAT DEF UNIV	JA00014	CHIEF PROCUREMENT DIVISION	MAJ	97A00	WASHINGTON DC
NAT DEF UNIV	JAC0015	PROFESSOR OF ACQUISITION	COL	S1A00	WASHINGTON DC
NAT DEF UNIV	JA00015	MILITARY FACULTY	LTC	53C00	WASHINGTON DC
NAVAL PG SCHOOL	JA00064	INSTRUCTOR SYSTEMS ACQ MGT	LTC	S1A00	MONTEREY CA
NAVAL PG SCHOOL	JAC0065	INSTRUCTOR SYSTEMS ACQ MGT	LTC	S1A00	MONTEREY CA
NAVY ACTIVITY	JA00003	DEPUTY DIRECTOR UAV JPO	COL	S1A15	ARLINGTON VA
NAVY ACTIVITY	JA00004	DEP PM JOINT PROJECTS & DEMOS	LTC	S1A00	ARLINGTON VA
NAVY ACTIVITY	JA00005	JOINT TEST & EVALUATION OFFICER	MAJ	S1A00	ARLINGTON VA
NGB	GB00001	MGT INFO SYSTEMS OFFICER	LTC	53C00	NEWINGTON VA
NGB	GB00002	PARC NGB	LTC	S1A00	FALLS CHURCH VA
NG8	G800003	INOEPENOENT TECH INSPECTOR	LTC	S3C00	NEWINGTON VA
NSA	AS00001	CHIEF GROUNO TEAM	LTC	S1A3S	FT MEAOE MO
NTC	FC00015	BASOPS ACQUISITION MANAGER	LTC	97A00	FT IRWIN CA
NTC	FC0001B	OIRECTOR CONTRACTING	LTC	97A00	FT IRWIN CA
NTC OPNS GP	TC00ZZ9	PROCUREMENT OFFICER	MAJ	97A00	FT IRWIN CA
OCLL	SA00066	CONGRESSIONAL LIAISON OFFICER	LTC	S1A00	PENTAGON
OCLL	SA000B7	CONGRESSIONAL LIAISON OFFICER	LTC	S1A00	PENTAGON
OCLL	SA00101	CONGRESSIONAL PROC STAFF OFF	LTC	97A00	PENTAGON
OPM-SANG	X10074B	CHIEF MATERIEL FIELDING BRANCH	LTC	97A0Z	RIYAOH SAUDI ARABIA
OPTEC	SF00033	CHIEF TEST MGT OIVISION	LTC	S1A15	ALEXANORIA VA
OPTEC	SF00034	CHIEF INSTRUMENTATION DIVISION	LTC	S1AZ5	ALEXANORIA VA
OPTEC	SF00035	TEST & EVALUATION OFFICER	MAJ	S1A11	ALEXANORIA VA
OPTEC	SF00036	INSTRUMENTATION OFFICER	CPT	S1A1S	ALEXANORIA VA
OPTEC	SF00038	AOP OPERATIONS OFFICER AERB	CPT	53C00	ALEXANORIA VA
OPTEC	SF00039	SUPERVISOR AOP AERB	MAJ	S3C25	ALEXANORIA VA
OPTEC	SF00040	AOP OFFICER AERB	CPT	53C00	ALEXANORIA VA
OPTEC	SF00041	AOP OFFICER AERB	CPT	53C00	ALEXANORIA VA
OPTEC	SF00042	CHIEF CONTRACTS OIVISION	CPT	97A00	FT HOOO TX
OPTEC	SF00043	SENIOR EVALUATION OFFICER	LTC	S1A15	ALEXANORIA VA
OPTEC	SF00044	EVALUATION OFFICER	MAJ	S1A15	ALEXANORIA VA
OPTEC	SF00045	SENIOR TEST & EVALUATION OFF	LTC	S1A14	FT BLISS TX
OPTEC	SF00046	TEST & EVALUATION OFFICER	MAJ	S1A14	ALEXANORIA VA
OPTEC	SF00047	TEST & EVALUATION OFFICER	MAJ	S1A1Z	ALEXANORIA VA
OPTEC	SF0004B	CHIEF INFANTRY/SPECIAL OPS OIV	LTC	S1A11	ALEXANORIA VA
OPTEC	SF00049	SYSTEMS AUTOMATION ACO OFF	MAJ	S3C00	ALEXANORIA VA
OPTEC	SF00050	TEST & EVALUATION OFFICER	CPT	S1A1Z	FT HOOO TX
OPTEC	SF00051	CHIEF COMM SYSTEMS EVAL OIV	LTC	S1A25	ALEXANORIA VA
OPTEC	SF00052	SYSTEMS AUTOMATION ACO OFF	MAJ	S3C00	ALEXANORIA VA
OPTEC	SF00053	EVALUATION OFFICER	MAJ	S1A91	ALEXANORIA VA
OPTEC	SF00054	SENIOR TEST & EVALUATION OFF	LTC	S1A13	ALEXANORIA VA
OPTEC	SF00055	EVALUATION OFFICER	MAJ	S1A13	ALEXANORIA VA
OPTEC	SF00056	EVALUATION OFFICER ADP	MAJ	S3C00	ALEXANORIA VA
OPTEC	SF00052	SENIOR TEST & EVALUATION OFF	LTC	S1A35	ALEXANORIA VA
OPTEC	SF00058	EVALUATION OFFICER	MAJ	S1A35	ALEXANORIA VA
OPTEC	SF00059	CHIEF CSS EVALUATION DIVISION	LTC	S3C00	ALEXANORIA VA
OPTEC	SF00060	CHIEF SUSTAINMENT DIVISION	LTC	S3C00	ALEXANORIA VA
OPTEC	SF00061	CHIEF TACTICAL EVALUATION DIV	LTC	S3C00	ALEXANORIA VA
OPTEC	SF00062	SENIOR TEST & EVALUATION OFF	LTC	S1A00	FT HOOO TX
OPTEC	SF00063	SYSTEMS AUTOMATION ACO OFF	CPT	S3C00	FT HOOO TX
OPTEC	SF00064	SYSTEMS AUTOMATION ACO OFF	CPT	S3C00	FT HOOO TX
OPTEC	SF00066	SYSTEMS AUTOMATION ACO OFF	CPT	S3C25	FT HOOO TX
OPTEC	SF00068	SYSTEMS AUTOMATION ACO OFF	MAJ	S3C00	FT HOOO TX
OPTEC	SF00067	CHIEF ACQUISITION OFFICER	LTC	97A00	FT HOOO TX

CAREER DEVELOPMENT UPDATE

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
OPTEC	SF00068	CHIEF CONTRACTS DIVISION	MAJ	97A00	FT HOOD TX
DPTEC	SF00069	TEST & EVALUATION OFFICER	MAJ	51A00	FT HODD TX
OPTEC	SF00070	INSTRUMENTATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00071	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00072	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00073	SYSTEMS AUTOMATION ACO OFF	CPT	53C00	FT HOOD TX
DPTEC	SF00074	TEST & EVALUATION OFFICER	MAJ	51A00	FT HDOO TX
OPTEC	SF00075	TEST & EVALUATION OFFICER	CPT	51A91	FT HOOD TX
OPTEC	SF00078	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOO TX
OPTEC	SF00077	TEST & EVALUATION OFFICER	MAJ	51A00	FT HUACHUCA AZ
OPTEC	SF00078	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00079	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
DPTEC	SF00080	TEST & EVALUATION OFFICER	MAJ	51A13	FT SILL OK
DPTEC	SF00081	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
DPTEC	SF00082	TEST & EVALUATION OFFICER	MAJ	51A00	FT HODD TX
OPTEC	SF00083	TEST & EVALUATION OFFICER	MAJ	51A00	FT HDOD TX
DPTEC	SF00084	TEST & EVALUATION OFFICER	CPT	51A00	FT HDOD TX
DPTEC	SF00085	TEST & EVALUATION OFFICER	CPT	51A11	FT 8ENNING GA
OPTEC	SF00086	TEST & EVALUATION OFFICER	CPT	51A91	FT HOOD TX
OPTEC	SF00087	TEST & EVALUATION OFFICER	CPT	51A15	FT HOOD TX
OPTEC	SF00088	TEST & EVALUATIDN OFFICER	CPT	51A00	FT HOOO TX
OPTEC	SF00089	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00090	TEST & EVALUATION OFFICER	CPT	51A15	FT HOOD TX
OPTEC	SF00091	TEST & EVALUATION OFFICER	MAJ	51A00	ALEXANDRIA VA
OPTEC	SF00092	SENIDR TEST & EVAL DFFICER	MAJ	51A00	FT HODD TX
OPTEC	SF00093	TEST & EVALUATION OFFICER	MAJ	51A15	FT HODO TX
DPTEC	SF00094	TEST & EVALUATION OFFICER	MAJ	51A88	ALEXANDRIA VA
DPTEC	SF00095	TEST & EVALUATION DFFICER	MAJ	51A25	ALEXANDRIA VA
DPTEC	SF00095	TEST & EVALUATION DFFICER	MAJ	51A18	FT 8RAGG NC
DPTEC	SF00097	TEST DFFICER	CPT	51A18	FT BRAGG NC
DPTEC	SF00098	TEST & EVALUATION OFFICER	MAJ	51A35	FT HUACHUCA AZ
DPTEC	SF00099	TEST & EVALUATION OFFICER	CPT	51A35	FT HUACHUCA AZ
DPTEC	SF00100	TEST & EVALUATION OFFICER	MAJ	51A3S	FT HUACHUCA AZ
DPTEC	SF00101	SENIOR TEST & EVALUATION OFF	MAJ	51A14	FT BLISS TX
OPTEC	SF00102	TEST & EVALUATION DFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00103	SENIOR TEST & EVALUATION OFF	LTC	51A00	FT HUNTER LIGGETT CA
OPTEC	SF00104	TEST & EVALUATIDN DFFICER	CPT	51A25	FT HOOO TX
DPTEC	SF00105	SENIOR TEST & EVALUATION OFF	LTC	51A00	FT HOOD TX
OPTEC	SF00108	TEST & EVALUATION OFFICER	MAJ	51A00	FT HUNTER LIGGETT CA
OPTEC	SF00107	SYSTEMS AUTOMATION ACO DFF	MAJ	53C00	FT HUNTER LIGGETT CA
DPTEC	SF00109	TEST & EVALUATION OFFICER	MAJ	53C00	FT HDOD TX
OPTEC	SF00110	TEST & EVALUATION OFFICER	MAJ	51A25	FT HUNTER LIGGETT CA
OPTEC	SF00111	TEST & EVALUATION OFFICER	CPT	51A25	FT HUACHUCA AZ
OPTEC	SF00112	TEST & EVALUATION OFFICER	CPT	51A25	FT HUNTER LIGGETT CA
DPTEC	SF00128	SYSTEMS AUTOMATIDN ACO OFF	CPT	53C92	ALEXANORIA VA
OPTEC	SF00127	TEST & EVALUATION OFFICER	MAJ	51A74	ALEXANDRIA VA
DPTEC	SF00128	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
DPTEC	SF00129	TEST & EVALUATIDN DFFICER	CPT	51A00	FT HUNTER LIGGETT CA
DPTEC	SF00131	TEST & EVALUATIDN OFFICER	MAJ	51A00	ALEXANORIA VA
OPTEC	SF00132	TEST & EVALUATIDN OFFICER	MAJ	51A1S	FT HUACHUCA AZ
OPTEC	SF00133	TEST & EVALUATION OFFICER	CPT	51A25	ALEXANDRIA VA
OPTEC	SF00134	TEST & EVALUATION OFFICER	MAJ	51A15	FT HOOD TX
OPTEC	SF00138	TEST & EVALUATION OFFICER	CPT	53C12	FT KNOX KY
DPTEC	SF00137	SYSTEMS AUTOMATION ACO OFF	CPT	53C00	ALEXANORIA VA
OPTEC	SF00138	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOO TX
OPTEC	SF00139	SENIOR TEST & EVAL OFFICER	MAJ	51A14	FT BLISS TX
OPTEC	SF00140	TEST & EVALUATION OFFICER	CPT	51A00	FT GORDON GA
OPTEC	SF00141	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00142	TEST & EVALUATION OFFICER	CPT	51A13	FT SILL OK
OPTEC	SF00143	AOP OFFICER AERB	MAJ	53C00	ALEXANORIA VA
OPTEC	SF0014S	SYSTEMS AUTOMATION ACO OFF	MAJ	53C00	ALEXANORIA VA
OPTEC	SF00148	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOO TX
OPTEC	SF00147	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOO TX
OPTEC	SF00154	AOP TEST OFFICER	CPT	53C00	ALEXANORIA VA
OPTEC	SF0015S	TEST & EVALUATION OFFICER	MAJ	51A91	FT LEE VA
OPTEC	SF00155	SYSTEMS AUTOMATION ACO OFF	MAJ	53C00	ALEXANDRIA VA
OSO	DF00052	SPECIAL ASSISTANT OUSO(AE&T)	LTC	S1A00	PENTAGON
OSO	OF00054	ACOUISITION OVERSIGHT OFFICER	LTC	S1A00	BRUSSELS BELGIUM
OSO	DF00055	SPECIAL ASST MGT POLICY/PGMS	COL	51A00	PENTAGON
OSO	OF00057	DIR FOREIGN COMP TEST PGM	COL	S1A00	PENTAGON
OSO	OF00065	OOO ACO REFORM STAFF OFFICER	COL	97A00	PENTAGON
OSO	DF00234	O CH ARMS CONTROL/COMPLIANCE	LTC	S1A14	PENTAGON
OSO	OF0023S	PGM OFF AOV WEAPON SYSTEMS	COL	S1A00	PENTAGON
OSO	OF00237	BUOGET/PROGRAMS ANALYST	LTC	S1A00	PENTAGON
OSO	OF00238	OEFENSE ACO PROGRAM ANALYST	COL	S1A00	PENTAGON
OSO	DF00259	THEATER BALLISTIC MISSILE OFF	COL	S1A00	PENTAGON
OSO	OF00250	MGR INTL COOPERATIVE PGMS	COL	S1A00	PENTAGON
OSO	OF00265	ASST CHIEF MAJOR WPNS SYSTEMS	COL	S1A00	PENTAGON
OSO	OF00268	SPECIAL ASST MGT POLICY/PGMS	COL	S1A00	PENTAGON
OSO	OF00259	PM CONVENTIONAL FORCES	LTC	S1A00	PENTAGON
OSO	OF00270	OEPUTY OIRECTOR SAO8U	COL	97A00	PENTAGON
OSO	OF00271	US AOA REPRESENTATIVE NATO	COL	S1A14	PENTAGON
OSO	OF00284	SPECIAL ASST ACO REFORM	COL	97A00	PENTAGON
OSO	OF00328	OOO IG REPRESENTATIVE	LTC	S3C00	ARLINGTON VA
OSO	OF00327	SR ENGR/SCIENTIST OUSO(POLICY)	LTC	S1A00	PENTAGON
PACOM	JA00001	CHIEF C4I INTEGRATON BRANCH	LTC	S3C00	CAMP SMITH HI
PACOM	JA00002	CHIEF APPLICATIONS PROGRAMS	MAJ	S3C00	PEARL HARBOR HI
PACOM	JA00045	AOP PLANS OFFICER	MAJ	S3C00	CAMP SMITH HI
PACOM	JA00048	AOP PLANS OFFICER	MAJ	S3C00	CAMP SMITH HI
PACOM	JA00083	ARMY PROGRAMS MANAGER	LTC	51A00	SEOUL KOREA
PEO ASM	AE00143	APM MINES MCO	CPT	S1A02	PICATINNY NJ
PEO ASM	AE00154	PM TMAS	COL	S1A12	PICATINNY NJ
PEO ASM	AE00155	APM ADV TANK ARMT SYSTEMS	LTC	S1A12	PICATINNY NJ
PEO ASM	AE00156	APM AEI	MAJ	S1A91	PICATINNY NJ
PEO ASM	AE00158	ARMOR SYSTEMS OFFICER TMAS	CPT	S1A91	PICATINNY NJ
PEO ASM	AE00159	PM MCO	COL	S1A91	PICATINNY NJ
PEO ASM	AE00314	EXECUTIVE OFFICER	MAJ	51A12	WARREN MI
PEO ASM	AE00315	LOG OFFICER INTL OPS ASM	LTC	51A00	WARREN MI
PEO ASM	AE00316	LIAISON OFFICER BFVS	LTC	51A12	PENTAGON
PEO ASM	AE00320	RD&A COORDINATOR	MAJ	51A12	WARREN MI
PEO ASM	AE00321	RD&A COORDINATOR	CPT	S1A91	WARREN MI
PEO ASM	AE00322	RO&A COORDINATOR	CPT	S1A91	WARREN MI
PEO ASM	AE00323	ILS OFFICER	LTC	S1A12	WARREN MI
PEO ASM	AE00324	LOGISTICS OFFICER	MAJ	97A12	WARREN MI
PEO ASM	AE00325	PM ABRAMS	COL	S1A12	WARREN MI
PEO ASM	AE00328	PM M1A1	LTC	S1A12	WARREN MI
PEO ASM	AE00327	R&O COORDINATOR ABRAMS	MAJ	S1A91	WARREN MI
PEO ASM	AE00328	APM READINESS A8RAMS	MAJ	51A12	WARREN MI
PEO ASM	AE00329	MATERIEL CHANGE OFF ABRAMS	MAJ	97A91	WARREN MI
PEO ASM	AE00330	PM BFVS	COL	S1A11	WARREN MI
PEO ASM	AE00331	PM M2/M3 A3 BFVS	LTC	97A02	WARREN MI
PEO ASM	AE00332	PM C2V BFVS	LTC	51A11	WARREN MI
PEO ASM	AE00333	APM M2/M3 BFVS	MAJ	97A02	WARREN MI
PEO ASM	AE00335	R&O COORDINATOR BFVS	CPT	S1A11	WARREN MI

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
PEO ASM	AE00338	PM AGS	COL	51A12	WARREN MI
PEO ASM	AE00337	PM AGS MAIN ARMAMENTS	LTC	51A12	WARREN MI
PEO ASM	AE00338	PLANS & PROOUCTION DFFICER AGS	MAJ	51A02	WARREN MI
PEO ASM	AE00339	TEST & EVALUATION OFFICER AGS	MAJ	51A02	WARREN MI
PEO ASM	AE00340	LOGISTICS MGT OFFICER AGS	MAJ	51A02	WARREN MI
PEO ASM	AE00345	PM CMS	COL	51A21	WARREN MI
PEO ASM	AE00348	PM IRV	LTC	51A91	WARREN MI
PEO ASM	AE00347	PM HVY ASSAULT 8RIDGE	LTC	51A21	WARREN MI
PEO ASM	AE00348	PM 8REACHER	LTC	51A12	WARREN MI
PEO ASM	AE00349	TEST & EVALUATION DFFICER IRV	CPT	51A12	WARREN MI
PEO ASM	AE00420	PM M1A2	LTC	51A12	WARREN MI
PEO ASM	AE00423	LIAISON OFFICER BFVS	MAJ	51A12	PENTAGON
PEO ASM	AE00424	APM C2V 8FVS	MAJ	97A11	WARREN MI
PEO ASM	AE00461	APM TEST & EVALUATION TMAS	CPT	51A12	PICATINNY NJ
PEO ASM	AE00462	APM COUNTERMINES MCO	MAJ	51A21	FT 8ELVOIR VA
PEO ASM	AE00483	R&D COORDINATOR AGS	MAJ	51A11	WARREN MI
PEO ASM	AE00495	APM OPTICAL/FIRE CONTROL TECH	LTC	51A00	WARREN MI
PEO ASM	AE00525	APM DIGITIZATION ASI	LTC	53C12	WARREN MI
PEO ASM	AE00538	PM ARMORED SYSTEMS INTEG	COL	51A00	WARREN MI
PEO ASM	AE00537	PM 8RADLEY FIRE SPT TM VEHICLE	LTC	51A00	WARREN MI
PEO ASM	AE00538	PM SIGNATURE MANAGEMENT	LTC	51A00	WARREN MI
PEO ASM	AE00557	R&D CODROINATDR BFVS	MAJ	53C02	WARREN MI
PEO ASM	AE0055B	APM ARMDR/N8C	MAJ	51A12	WARREN MI
PEO AVN	AE0003B	LIAISON DFFICER APACHE	LTC	51A15	PENTAGON
PEO AVN	AE00039	LIAISON OFFICER COMANCHE	LTC	51A15	PENTAGON
PEO AVN	AE00047	PM APACHE MODERNIZATION	LTC	51A15	ST LOUIS MO
PEO AVN	AE00058	PM AVIATION ELECTRONIC COM8AT	COL	97A15	ST LOUIS MO
PEO AVN	AE00058	APM ELECTRO-OPTICS/LASERS	LTC	51A15	ST LOUIS MO
PEO AVN	AE00059	APM RADAR CDUNTERMEASURES	LTC	97A15	ST LOUIS MO
PEO AVN	AE00080	APM ADV INTEGRATED ASE AEC	MAJ	51A15	ST LOUIS MO
PEO AVN	AE00082	APM INFRARED COUNTERMEASURES	CPT	51A15	ST LOUIS MO
PEO AVN	AE00084	APM SPECIAL AVIONICS AEC	MAJ	53C15	ST LDUIS MO
PEO AVN	AE00085	PM UTILITY HELICOPTERS	COL	51A15	ST LOUIS MO
PEO AVN	AE00088	APM FORCE MOD APACHE	LTC	97A15	ST LOUIS MO
PEO AVN	AE00078	PM APACHE ATTACK HELICOPTER	COL	51A15	ST LOUIS MO
PEO AVN	AE00079	APM TEST & EVALUATION APACHE	LTC	51A15	ST LOUIS MO
PEO AVN	AE00082	PM LONG8DW APACHE	LTC	51A15	ST LDUIS MO
PEO AVN	AE00083	PM FIRE CONTROL RADAR	LTC	51A15	ST LOUIS MO
PEO AVN	AE00084	APM ROTS ACQ & PLANS COMANCHE	COL	51A15	ST LOUIS MO
PEO AVN	AE000B5	APM TEST & EVAL COMANCHE	LTC	51A15	ST LOUIS MO
PEO AVN	AE000B7	PROCUREMENT OFF COMANCHE	MAJ	97A15	ST LOUIS MO
PEO AVN	AE00089	PM T800 ENGINE	LTC	51A15	ST LOUIS MO
PEO AVN	AE00090	PM COMANCHE CSS	LTC	51A15	ST LOUIS MO
PEO AVN	AE00419	PM AVIONICS AEC	LTC	S1A15	ST LOUIS MO
PEO AVN	AE00453	JT TECH COORO GP STAFF OFF AEC	LTC	97A15	ARLINGTON VA
PEO AVN	AE00458	EXECUTIVE OFFICER	CPT	51A15	ST LOUIS MO
PEO AVN	AE00459	APM ELECTRONIC WARFARE AEC	CPT	51A15	ST LDUIS MO
PEO AVN	AE00475	APM GLOBAL POSITIONING SYSTEM	MAJ	51A15	ST LOUIS MO
PEO AVN	AE00477	APM P3I FIRE CDNTOL RADAR	MAJ	51A15	ST LOUIS MO
PEO AVN	AE00503	CHIEF MATL FIELDING TEAM KOREA	LTC	S1A1S	SEOUL KOREA
PEO AVN	AE00505	APM TAOS/PNVS APACHE MOD	MAJ	S1A15	ST LOUIS MO
PEO AVN	AE00508	APEO INTL OPERATIDNS	COL	51A15	ST LOUIS MO
PEO AVN	AE00S07	APM SIMULATION AEC	LTC	S3C1S	ST LOUIS MD
PEO AVN	AE00508	APM AIR WARRIOR ALSE	CPT	97A1S	ST LOUIS MO
PEO AVN	AE00509	APM C2 AEC	MAJ	S3C1S	ST LOUIS MO
PEO AVN	AE00510	APM APPLIED TECH COMANCHE	MAJ	51A15	ST LOUIS MO
PEO AVN	AE00511	TEST DIRECTOR COMANCHE	MAJ	S1A1S	WEST PALM BEACH FL
PEO AVN	AE00512	APM SIMULATION & TNG COMANCHE	MAJ	53C15	ST LOUIS MO
PEO AVN	AE00543	APM TRAINING APACHE	MAJ	51A15	ST LOUIS MO
PEO AVN	AE00544	APM P3I LONGBOW APACHE	MAJ	53C15	ST LOUIS MO
PEO AVN	AE00585	PM KIOWA WARRIOR	LTC	51A15	ST LOUIS MO
PEO AVN	AE00808	APEO HTI/SIMUL/FORCE INTEG	COL	S1A15	ST LOUIS MO
PEO C3S	AE00091	EXECUTIVE OFFICER	MAJ	S1A25	FT MONMOUTH NJ
PEO C3S	AE00092	OPERATIONS OFFICER FORCE XXI	LTC	97A25	FT MONMOUTH NJ
PEO C3S	AE00094	OPERATIONS OFFICER HTI	LTC	S1A2S	FT MONMOUTH NJ
PEO C3S	AE00095	TEST & EVALUATION OFFICER	LTC	S1A2S	FT MONMOUTH NJ
PEO C3S	AE0009B	LIAISON OFFICER AOCCS	MAJ	S1A2S	PENTAGON
PEO C3S	AE00097	PROJECT OFF FORCE INTEGRATION	CPT	S1A3S	FT HOOD TX
PEO C3S	AE00098	PM ATCCS	COL	51A25	FT MONMOUTH NJ
PEO C3S	AE00099	INTEROPERABILITY OFFICER ATCCS	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00101	PM FA TACTICAL OATA SYSTEMS	COL	S1A13	FT MONMOUTH NJ
PEO C3S	AE00103	PROJECT OFFICER IO/ATCCS	LTC	S3C13	FT MONMOUTH NJ
PEO C3S	AE00105	PM AFATOS	LTC	S1A13	FT MONMOUTH NJ
PEO C3S	AE00108	PM COMMON HWARE/SWARE	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00109	PM PLATFORMS	LTC	S1A2S	FT MONMOUTH NJ
PEO C3S	AE00110	PM STCCS	COL	S3C92	FT BELVOIR VA
PEO C3S	AE00112	TEST OFFICER STCCS	MAJ	S3C25	FT BELVOIR VA
PEO C3S	AE00113	PM AOCCS	COL	51A14	HUNTSVILLE AL
PEO C3S	AE00114	PM FAAO C2	LTC	S1A14	HUNTSVILLE AL
PEO C3S	AE0011S	PM EAO C2/TAC OPNS CTRS	LTC	51A14	HUNTSVILLE AL
PEO C3S	AE00117	PROJECT OFFICER STCCS	MAJ	S3C92	FT BELVOIR VA
PEO C3S	AE00118	PROJECT OFFICER STCCS	MAJ	51A25	FT BELVOIR VA
PEO C3S	AE00120	SYSTEMS ACO OFFICER STCCS	CPT	S3C25	FT BELVOIR VA
PEO C3S	AE00121	SYSTEMS ACO OFFICER STCCS	CPT	S3C25	FT BELVOIR VA
PEO C3S	AE00124	PM INTELLIGENCE FUSION	COL	S1A3S	MCLEAN VA
PEO C3S	AE00125	OELIVERY MANAGER ASAS COMMO	MAJ	S1A3S	MCLEAN VA
PEO C3S	AE00129	FIELOING/TRAINING OFFICER ASAS	MAJ	51A35	MCLEAN VA
PEO C3S	AE00131	SOFTWARE INTEGRATION OFFICER	MAJ	S3C35	MCLEAN VA
PEO C3S	AE00132	FIELOING OFFICER EUROPE ASAS	MAJ	51A91	HEIOELBERG GERMANY
PEO C3S	AE00133	CHIEF INTEL FUSION	LTC	S1A3S	FT HOOD TX
PEO C3S	AE0013B	PM ASAS SOFTWARE	LTC	51A35	MCLEAN VA
PEO C3S	AE00138	OELIVERY MANAGER ACE	LTC	S3C3S	MCLEAN VA
PEO C3S	AE00275	OPERATIONS OFFICER HTI	MAJ	S3C25	FT MONMOUTH NJ
PEO C3S	AE00278	OPERATIONS OFFICER FORCE XXI	MAJ	S1A2S	FT MONMOUTH NJ
PEO C3S	AE00280	PM GPS	LTC	S1A2S	FT MONMOUTH NJ
PEO C3S	AE00283	PROJECT OFFICER MILSATCOM	MAJ	51A25	FT MONMOUTH NJ
PEO C3S	AE00287	PM CMS	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE0028B	PM JTACS	COL	97A25	FT MONMOUTH NJ
PEO C3S	AE00290	CHIEF MATERIEL FIELOING BRANCH	LTC	97A25	FT MONMOUTH NJ
PEO C3S	AE00291	PM TACTICAL RAOIO COMMO	COL	53C25	FT MONMOUTH NJ
PEO C3S	AE00292	OPERATIONS OFFICER FORCE XXI	LTC	97A2S	FT MONMOUTH NJ
PEO C3S	AE00295	PROJECT OFFICER TRC	MAJ	S3C25	FT MONMOUTH NJ
PEO C3S	AE00298	PM EPLRS	LTC	S3C2S	FT MONMOUTH NJ
PEO C3S	AE00300	PROJECT OFFICER MILSATCOM	MAJ	S1A2S	FT MONMOUTH NJ
PEO C3S	AE00301	PM TACSAT	LTC	97A25	FT MONMOUTH NJ
PEO C3S	AE00302	PM MILSATCOM	COL	S1A2S	FT MONMOUTH NJ
PEO C3S	AE00304	LIAISON OFFICER MILSATCOM	MAJ	S1A2S	LOS ANGELES CA
PEO C3S	AE00305	SYSTEMS OFFICER MILSATCOM	LTC	97A2S	FT MONMOUTH NJ
PEO C3S	AE00309	CHIEF GEN OYNAMICS FIELO OFFICE	LTC	97A2S	TALLAHASSEE FL
PEO C3S	AE00310	PROJECT OFFICER TRC	MAJ	S1A2S	FT MONMOUTH NJ
PEO C3S	AE00313	PROJECT OFFICER TRC	MAJ	S1A25	REDSTONE ARSENAL AL
PEO C3S	AE00480	SYSTEMS OFFICER JTACS	CPT	S1A25	FT MONMOUTH NJ
PEO C3S	AE00471	OPERATIONS OFFICER FORCE XXI	MAJ	51A2S	FT MONMOUTH NJ
PEO C3S	AE00472	PROJECT OFFICER MILSATCOM	LTC	S1A25	FT MONMOUTH NJ

CAREER DEVELOPMENT UPDATE

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
PEO C3S	AE00478	LIAISON OFFICER MILSATCOM	LTC	51A25	LOS ANGELES CA
PED C3S	AE00502	PM C55C5	LTC	53C92	FT BELVOIR VA
PEO C3S	AE00514	OELIVERY MANAGER RWS	LTC	53C35	MCLEAN VA
PED C3S	AE00515	TEST & INTEGRATIDN OFFICER	MAJ	51A35	FT HDOO TX
PEO C3S	AE00524	PM SINCGARS	LTC	51A25	FT MDNMOUTH NJ
PEO C3S	AE00528	LIAISON OFFICER MILSATCOM	LTC	51A25	LDS ANGELES CA
PED C3S	AE00527	PROJECT OFFICER MILSATCOM	MAJ	51A25	FT MONMOUTH NJ
PED C3S	AE00531	PM JCMT	LTC	53C35	MCLEAN VA
PEO C3S	AE00532	PM JTIOS	LTC	51A25	FT MONMOUTH NJ
PED C3S	AE00545	PROJECT OFFICER MCS	MAJ	53C00	FT HODO TX
PEO C3S	AE00546	MCS PROJECT SUPPORT OFFICER	CPT	51A00	FT MONMOUTH NJ
PEO C3S	AE00555	SOFTWARE ENGINEER MILSATCOM	MAJ	53C25	FT MONMOUTH NJ
PED C3S	AE00556	SOFTWARE ENGINEER MILSATCOM	CPT	53C25	FT MONMOUTH NJ
PED C3S	AE00564	PROJECT DIRECTOR CNCMS	LTC	51A25	MCLEAN VA
PED C3S	AE00565	OPERATIONS OFFICER CNCMS	MAJ	53C25	MCLEAN VA
PED C3S	AE00569	TEST OFFICER JTACS	MAJ	97A25	FT MDNMOUTH NJ
PEO C3S	AE00570	OPERATIONS OFFICER TRC	LTC	97A25	PENTAGON
PED C3S	AE00571	CHIEFF ITT FIELO OFFICE TRC	MAJ	97A25	FT WAYNE IN
PEO C3S	AE00572	LIAISON OFFICER MILSATCOM	LTC	51A25	ARLINGTON VA
PEO C3S	AE00583	PM TRIBANO	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00614	PM APPLIOUE	CDL	51A25	FT MONMOUTH NJ
PED C3S	AE00821	PM MANEUVER	LTC	51A13	FT MONMOUTH NJ
PEO C3S	AE00622	OIRECTOR FORCE INTEGRATION	LTC	53C25	FT HDOO TX
PED C3S	AE00823	PM TACCIMS	LTC	51A25	SEOUL KOREA
PEO FAS	AE00142	OPERATIONS OFFICER	LTC	51A13	PICATINNY NJ
PED FAS	AE00144	LIAISON OFFICER CRUSAOER	LTC	51A91	PENTAGON
PEO FAS	AE00146	PM SAOARM	COL	51A91	PICATINNY NJ
PEO FAS	AE00147	APM INTEGRATION SAOARM	LTC	51A13	PICATINNY NJ
PEO FAS	AE00149	APM TECH INTEGRATION SAOARM	MAJ	51A91	PICATINNY NJ
PEO FAS	AE00151	APM SYSTEMS INTEG CRUSAOER	MAJ	51A13	PICATINNY NJ
PEO FAS	AE00152	APM FIELOING PALAOIN	MAJ	51A13	PICATINNY NJ
PED FAS	AE00153	TEST & EVALUATION OFFICER	MAJ	51A13	PICATINNY NJ
PEO FAS	AE00350	PM CRUSAOER MOBILITY	LTC	51A91	WARREN MI
PEO FAS	AE00355	PM CRUSAOER	COL	51A13	PICATINNY NJ
PED FAS	AE00358	APM TRAINING SIM & OPNS	MAJ	51A13	PICATINNY NJ
PEO FAS	AE00357	APM SYSTEMS ENG CRUSAOER	MAJ	51A13	MINNEAPOLIS MN
PED FAS	AE00358	APM SYSTEM SW ENG CRUSAOER	MAJ	53C13	PICATINNY NJ
PEO FAS	AE00380	PM CRUSAOER ARMAMENTS	LTC	51A13	PICATINNY NJ
PEO FAS	AE00351	PM CRUSAOER MUNITIONS	LTC	51A13	PICATINNY NJ
PED FAS	AE00362	APM LOGISTICS CRUSAOER	MAJ	51A91	PICATINNY NJ
PED FAS	AE00363	APM TEST & EVAL CRUSAOER	MAJ	51A13	PICATINNY NJ
PEO FAS	AE00547	APM MATERIEL CHANGES PALAOIN	MAJ	97A13	PICATINNY NJ
PEO IEW	AE00002	EXECUTIVE OFFICER	MAJ	51A35	FT MONMOUTH NJ
PED IEW	AE00003	CHIEF BATTLESPACE INTEGRATION	LTC	51A35	FT MONMOUTH NJ
PEO IEW	AE00005	LIAISON OFFICER JSTARS	LTC	51A35	PENTAGON
PEO IEW	AE00007	OPERATIONS OFFICER JPSO	LTC	51A00	FALLS CHURCH VA
PED IEW	AE00011	PM AERIAL COMMON SENSORS	LTC	51A15	FT MONMOUTH NJ
PED IEW	AE00014	PM NV/RSTA	COL	51A12	FT BELVOIR VA
PED IEW	AE00015	TEST & EVAL OFFICER NV/RSTA	MAJ	51A15	FT BELVOIR VA
PED IEW	AE00017	PM COMBAT IO	COL	51A00	FALLS CHURCH VA
PED IEW	AE00020	PM FIREFINOER	LTC	51A13	FT MDNMOUTH NJ
PEO IEW	AE00021	PM BCI5	LTC	51A00	FT MONMOUTH NJ
PED IEW	AE00022	APM BCI5	MAJ	51A00	FT MONMOUTH NJ
PEO IEW	AE00023	PM FAAO/GBS	LTC	51A14	HUNTSVILLE AL
PEO IEW	AE00024	APM FAAO/GBS	MAJ	51A14	HUNTSVILLE AL
PED IEW	AE00026	TEST & EVAL OFFICER SOFTWARE	MAJ	51A35	FT MONMOUTH NJ
PED IEW	AE00029	PM GBCS	LTC	51A35	FT MDNMOUTH NJ
PED IEW	AE00031	PRDOUCT OFF ABN RECON LOW	LTC	51A35	FT MONMOUTH NJ
PED IEW	AE00032	PM JOINT STARS	COL	51A35	FT MDNMOUTH NJ
PED IEW	AE00033	APM JOINT STARS	LTC	51A35	HANSCOM AFB MA
PED IEW	AE00427	APM TESAR	MAJ	51A35	FT MONMOUTH NJ
PEO IEW	AE00429	TEST & EVAL OFFICER JSTARS	CPT	51A35	FT MDNMOUTH NJ
PED IEW	AE00430	TEST & EVAL OFFICER JPSO	CPT	51A00	FALLS CHURCH VA
PEO IEW	AE00452	OEPUTY PM SIGNALS WARFARE	LTC	51A35	FT MDNMOUTH NJ
PEO IEW	AE00480	PM 2NO GENERATION FLIR	LTC	51A00	FT BELVOIR VA
PEO IEW	AE00481	APM 3NO GENERATION FLIR	MAJ	51A00	FT BELVOIR VA
PEO IEW	AE00482	OIR JT PRECISION STRIKE OEMO	COL	51A00	FALLS CHURCH VA
PEO IEW	AE00541	TEST & EVAL OFFICER SOFTWARE	MAJ	51A00	FT MONMOUTH NJ
PED IEW	AE00542	LOGISTICS/FLOG OFFICER JSTARS	MAJ	51A00	FT MONMOUTH NJ
PEO IEW	AE00581	PROJ LOR LTWEIGHT VISUAL RECON	MAJ	51A00	FT BELVOIR VA
PED IEW	AE00562	PROJECT LEAOER LRA53	MAJ	97A00	FT BELVOIR VA
PED IEW	AE00586	OPERATIONS OFFICER JPSO	LTC	51A00	FALLS CHURCH VA
PED IEW	AE00596	PM INFORMATION WARFARE	LTC	51A00	FALLS CHURCH VA
PED IEW	AE00597	SENIOR TEST ENGINEER IW	MAJ	51A00	FALLS CHURCH VA
PEO IEW	AE00598	R&O OFFICER IW	MAJ	51A00	FT MEADE MO
PED IEW	AE00599	R&O OFFICER IW	MAJ	51A00	FALLS CHURCH VA
PEO IEW	AE00500	R&O OFFICER IW	MAJ	51A00	FT MEAOE MO
PEO IEW	AE00801	SOFTWARE ENGINEER IW	MAJ	53C00	FALLS CHURCH VA
PED IEW	AE00807	SYSTEMS ENGINEER IW	MAJ	53C00	FT MEAOE MO
PED IEW	AE00608	SIGINT/EW OFFICER IW	MAJ	51A35	FT MEAOE MO
PEO IEW	AE00509	SIGINT/EW OFFICER IW	MAJ	51A35	FT MEAOE MO
PED IEW	AE00615	PROJECT OFFICER JASPO	LTC	51A35	WRIGHT-PATT AFB OH
PED IEW	AE00824	PM JOINT TACT TERM/CIBS M00	LTC	51A00	FT MDNMOUTH NJ
PEO MSL OEF	AE00182	TECHNOLDGY COORDINATOR THAAO	CPT	51A14	HUNTSVILLE AL
PEO MSL OEF	AE00184	PM PATRIOT PAC-3 MISSILE	LTC	97A91	HUNTSVILLE AL
PED MSL OEF	AE00185	EXECUTIVE OFFICER PEO M5L OEF	MAJ	51A00	ARLINGTON VA
PED MSL OEF	AE00186	OIRECTOR WASHINGTON OPS OFC	COL	51A00	ARLINGTON VA
PED MSL OEF	AE00187	PROGRAM COORDINATOR	LTC	51A14	ARLINGTON VA
PED MSL OEF	AE00188	PRDGRAM CDORDINATOR THAAD	LTC	51A00	ARLINGTON VA
PEO MSL OEF	AE00189	LIAISON OFFICER THAAD	LTC	51A25	PENTAGON
PED MSL OEF	AE00191	PROGRAM CODROINATOR THAAO	MAJ	51A00	PENTAGON
PED MSL DEF	AE00192	PROGRAM COORDINATOR THAAD	MAJ	51A14	ARLINGTON VA
PED MSL DEF	AE00194	LIAISON OFFICER CORPS SAM	MAJ	51A00	PENTAGON
PED MSL DEF	AE00195	PROGRAM COORDINATOR NMO	MAJ	51A00	ARLINGTON VA
PEO MSL OEF	AE00198	PRDGRAM COORDINATOR	LTC	51A14	ARLINGTON VA
PED MSL DEF	AE00197	MILITARY OEPUTY	COL	51A14	HUNTSVILLE AL
PED MSL DEF	AE002D2	PM THAAD	CDL	51A14	HUNTSVILLE AL
PED MSL OEF	AE00204	CHIEF TEST FIELO OFFICE THAAO	LTC	51A00	HUNTSVILLE AL
PEO MSL OEF	AE00205	TEST & PLANS OFFICER THAAD	MAJ	51A00	HUNTSVILLE AL
PEO MSL OEF	AE00206	PM PATRIOT	COL	51A14	HUNTSVILLE AL
PED MSL DEF	AE00207	APM SPECIAL PRDGRAMS PATRIDT	LTC	51A14	HUNTSVILLE AL
PEO MSL DEF	AE00208	PRDCUREMENT MGT OFF PATRIOT	MAJ	97A14	HUNTSVILLE AL
PEO MSL OEF	AE00209	APM PATRIOT PAC-3 MISSILE	MAJ	51A14	HUNTSVILLE AL
PED MSL OEF	AE00212	PM CORPS SAM/MEAOS	LTC	51A14	HUNTSVILLE AL
PED MSL DEF	AE00215	DEPUTY PM NMO	COL	51A0D	HUNTSVILLE AL
PEO MSL DEF	AE00222	SYSTEMS ENGINEER THAAO RAOAR	MAJ	51A14	HUNTSVILLE AL
PED MSL DEF	AE00223	SYSTEMS INTEGRATIDN OFF THAAD	MAJ	51A14	HUNTSVILLE AL
PEO MSL OEF	AE00224	SENIOR PRDGRAM ANALYST THAAO	LTC	51A0D	HUNTSVILLE AL
PED MSL DEF	AE00228	TECH CDORDINATOR THAAD RADAR	MAJ	51ADD	HUNTSVILLE AL
PEO MSL DEF	AE00411	OEPUTY CHIEF T&E OIVISION NMD	LTC	51A00	HUNTSVILLE AL
PEO MSL DEF	AE00464	TECH COORDINATOR THAAO BM/C3I	CPT	53C14	HUNTSVILLE AL
PEO MSL DEF	AE00485	TECH COORO LAUNCHER THAAO	CPT	51A14	HUNTSVILLE AL
PED MSL DEF	AE00466	DEPUTY DIRECTOR JTAGS	LTC	51A00	HUNTSVILLE AL
PED MSL OEF	AE00457	OIR TECHNOLDGY SPT MSL DEF	COL	51A14	HUNTSVILLE AL

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
PEO M5L OEF	AE00468	TEST OFFICER THAAO	MAJ	51A14	HUNTSVILLE AL
PED M5L OEF	AE00478	CHIEF LOCKHEEO FIELO OFC THAAO	MAJ	51A14	SUNNYVALE CA
PEO M5L OEF	AE00500	PM LAUNCHER THAAO	LTC	51A14	HUNTSVILLE AL
PEO M5L OEF	AE00501	PM BM/C3I THAAO	LTC	51A25	HUNTSVILLE AL
PEO M5L OEF	AE00518	R&O COORDINATDR	CPT	51A14	HUNTSVILLE AL
PEO M5L OEF	AE00517	APM PATRIOT BM/C3I	LTC	53C14	HUNTSVILLE AL
PED M5L OEF	AE00518	APM PATRIOT PAC-3 MI55ILE	MAJ	51A14	HUNTSVILLE AL
PEO M5L OEF	AE00518	OEPUTY PM G8I	LTC	51A00	HUNTSVILLE AL
PED M5L OEF	AE00520	OEPUTY CHIEF PGM SPT OIV JTAGS	MAJ	51A00	HUNTSVILLE AL
PEO M5L OEF	AE00535	PM THAAO RAOAR	LTC	51A14	HUNTSVILLE AL
PED M5L OEF	AE00551	REQUIREMENTS ANALYST THAAO	MAJ	51A14	HUNTSVILLE AL
PED M5L OEF	AE00552	TEST INTEGRATION OFFICER THAAO	CPT	51A14	HUNTSVILLE AL
PEO M5L OEF	AE00587	PM NMO GROUNO BASEO RAOAR	COL	51A14	HUNTSVILLE AL
PEO STAMI5	AE00384	OEPUTY PEO STAMI5	COL	53C00	FT BELVOIR VA
PEO STAMI5	AE00385	SYSTEM5 ACQUISITION OFFICER	LTC	53C00	FT BELVOIR VA
PEO STAMI5	AE00365	SYSTEM5 ACQUISITION OFFICER	LTC	53C00	FT BELVOIR VA
PEO STAMI5	AE00374	MATERIEL ACO OFFICER STACOMP	MAJ	53C00	FT BELVOIR VA
PEO STAMIS	AE00375	PROJECT OFFICER CTASC	LTC	53C00	FT BELVOIR VA
PEO STAMIS	AE00375	MATERIEL ACO OFFICER CTASC	MAJ	53C00	FT BELVOIR VA
PED STAMIS	AE00379	LOGISTICS STAFF OFFICER	LTC	53C90	FT LEE VA
PED STAMIS	AE00380	PM SAMS	LTC	53C91	FT LEE VA
PEO STAMIS	AE00381	PM 5ARSS	LTC	53C92	FT LEE VA
PED STAMIS	AE00383	CHIEF OEPLOYMENT & SUPPORT DIV	LTC	53C00	FT MONMOUTH NJ
PEO STAMIS	AE00384	PM SIOPER5-3	LTC	53C00	FT BELVOIR VA
PEO STAMIS	AE00388	MATERIEL ACO OFFICER SIOPERS-3	MAJ	53C00	FT BELVOIR VA
PED STAMIS	AE00388	OEPUTY PM SBA	LTC	53C00	FT BELVOIR VA
PED STAMI6	AE00389	PROJECT OFFICER SBA	LTC	53C25	FT BELVOIR VA
PEO STAMIS	AE00409	PROJECT OFFICER AIM	LTC	53C00	FT BELVOIR VA
PEO STAMIS	AE00413	SYSTEMS ANALYST AIM	MAJ	53C00	FT BELVOIR VA
PEO STAMIS	AE00414	SYSTEMS ANALYST AIM	CPT	53C00	FT BELVOIR VA
PED STAMIS	AE00454	SYSTEMS ACOUISITION OFFICER	LTC	53C00	FT BELVOIR VA
PED STAMIS	AE00473	MATERIEL ACO OFFICER SIOPERS-3	MAJ	53C00	FT BELVOIR VA
PEO STAMIS	AE00530	PM JRISS	COL	53C00	FT KNOX KY
PED STAMIS	AE00559	MATERIEL ACO OFFICER CTASC	MAJ	53C00	FT BELVOIR VA
PEO STAMIS	AE00580	MATERIEL ACO OFFICER STACOMP	MAJ	53C00	FT BELVOIR VA
PEO TACT MSL	AE00227	OEPUTY PEO	COL	51A00	REOSTONE ARSENAL AL
PEO TACT MSL	AE00229	EXECUTIVE OFFICER	CPT	51A00	REOSTONE ARSENAL AL
PED TACT MSL	AE00230	LIAISON OFFICER JAVELIN	LTC	51A00	PENTAGON
PED TACT MSL	AE00231	LIAISON OFFICER CCAWS	LTC	51A00	PENTAGON
PED TACT MSL	AE00233	LIAISON OFFICER ATACMS-BAT	MAJ	51A00	PENTAGON
PED TACT MSL	AE00234	LIAISON OFFICER MLRS	MAJ	51A00	PENTAGON
PED TACT MSL	AE00235	APEO BATTLEFIELD INTEGRATION	LTC	51A14	REOSTONE ARSENAL AL
PED TACT MSL	AE00238	STAFF OFF BATTLEFIELO INTEG	LTC	51A14	REOSTONE ARSENAL AL
PED TACT MSL	AE00237	PM JAVELIN	COL	51A00	REOSTONE ARSENAL AL
PED TACT M5L	AE00240	APM JAVELIN OEVELOPMENT	LTC	51A11	REOSTONE ARSENAL AL
PED TACT MSL	AE00241	PM IMPROVEO ATACMS	LTC	51A13	REOSTONE ARSENAL AL
PED TACT MSL	AE00242	PM AGMS	COL	51A00	REDSTONE ARSENAL AL
PED TACT MSL	AE00243	APM PRODUCTION & INTL OPS AGMS	LTC	97A91	REDSTONE ARSENAL AL
PED TACT MSL	AE00245	TEST OFFICER AGMS	MAJ	51A91	REDSTONE ARSENAL AL
PED TACT MSL	AE00246	APM AGMS INTEGRATION	MAJ	97A91	REDSTONE ARSENAL AL
PED TACT MSL	AE00247	PM MLRS	COL	51A00	REDSTONE ARSENAL AL
PED TACT MSL	AE00249	PM PRECISION GUIDED MUNITIONS	LTC	51A00	REDSTONE ARSENAL AL
PED TACT MSL	AE00251	PEO REPRESENTATIVE EUROPE	MAJ	51A91	SECKENHEIM GERMANY
PED TACT MSL	AE00252	PM CCAWS	COL	51A00	REDSTONE ARSENAL AL
PED TACT MSL	AE00259	PM AMS-H	LTC	51A00	REDSTONE ARSENAL AL
PED TACT MSL	AE00255	STAFF OFFICER CCAWS	CPT	51A91	REDSTONE ARSENAL AL
PED TACT MSL	AE00258	PM ITAS	LTC	51A00	REDSTONE ARSENAL AL
PED TACT MSL	AE00259	PM NLOS-CA	COL	51A14	REDSTONE ARSENAL AL
PED TACT MSL	AE00260	APM NLOS-CA OEVELOPMENT	LTC	51A00	REDSTONE ARSENAL AL
PED TACT MSL	AE00264	PM ATACMS-BAT	CDL	51A00	REOSTONE ARSENAL AL
PEO TACT MSL	AE00285	APM C3I/USER INTEGRATIDN	LTC	53C13	REOSTONE ARSENAL AL
PED TACT MSL	AE00288	R&O OPNS OFFICER ATACMS-BAT	CPT	51A13	REOSTONE ARSENAL AL
PED TACT MSL	AE00418	PM LONGBOW HELLFIRE	LTC	51A00	REDSTONE ARSENAL AL
PED TACT M5L	AE00449	STAFF OFFICER JAVELIN	CPT	97A91	REDSTONE ARSENAL AL
PED TACT M5L	AE00459	STAFF OFFICER ATACMS-BAT	MAJ	51A91	REDSTONE ARSENAL AL
PED TACT MSL	AE00470	APM PROD/COST CDNTROL JAVELIN	MAJ	51A91	REOSTONE ARSENAL AL
PEO TACT MSL	AE00484	PM IBAS	LTC	51A00	REOSTONE ARSENAL AL
PED TACT MSL	AE00522	PM IMPROVED ATACMS-BAT	LTC	51A13	REOSTONE ARSENAL AL
PED TACT MSL	AE00523	PM ATACMS BLOCK II	LTC	51A91	REOSTONE ARSENAL AL
PEO TACT MSL	AE00529	PM MPIM/SRAW	LTC	51A00	REOSTONE ARSENAL AL
PED TACT MSL	AE00533	PM ILM5	LTC	51A13	REDSTONE ARSENAL AL
PED TACT M5L	AE00534	PM STINGER BLOCK I	LTC	51A14	REOSTONE ARSENAL AL
PEO TACT MSL	AE00563	STAFF OFFICER ATACM5-BAT	MAJ	51A00	REOSTONE ARSENAL AL
PED TACT MSL	AE00554	STAFF OFFICER MLRS	MAJ	53C13	REOSTONE ARSENAL AL
PEO TACT M5L	AE00588	STAFF OFFICER ATACM5-BAT	MAJ	97A91	REOSTONE ARSENAL AL
PED TACT MSL	AE00587	APM MLRS OEVELOPMENT	LTC	51A91	REOSTONE ARSENAL AL
PED TACT MSL	AE00588	PROOUCTION OFFICER CCAWS	CPT	97A91	REDSTONE ARSENAL AL
PED TACT M5L	AE00573	STAFF OFFICER MLRS	MAJ	51A13	REOSTONE ARSENAL AL
PED TACT MSL	AE00574	APM LAUNCHER MOOERN MLRS	LTC	51A13	REOSTONE ARSENAL AL
PED TACT MSL	AE00575	R&O OFFICER NLOS-CA	CPT	53C00	REOSTONE ARSENAL AL
PED TACT M5L	AE00578	STAFF OFFICER STINGER BLOCK I	MAJ	51A14	REOSTONE ARSENAL AL
PEO TWV	AE00182	OEPUTY PEO TWV	COL	51A91	WARREN MI
PEO TWV	AE00183	APEO INTL OPERATIONS	LTC	97A91	WARREN MI
PEO TWV	AE00154	EXECUTIVE OFFICER	MAJ	51A91	WARREN MI
PED TWV	AE00188	LIAISON OFFICER	LTC	51A00	PENTAGON
PEO TWV	AE00187	PM LTV REMANUFACTURE	LTC	51A8B	WARREN MI
PED TWV	AE00188	PROJECT OFFICER LTV	MAJ	51A88	WARREN MI
PEO TWV	AE00170	PROJECT OFF HVY TAC VEHICLES	CPT	51A91	WARREN MI
PEO TWV	AE00173	PM FMTV	COL	51A00	WARREN MI
PED TWV	AE00174	PROJECT OFFICER FMTV	MAJ	51A91	WARREN MI
PEO TWV	AE00177	PM HTV	COL	51A00	WARREN MI
PEO TWV	AE00178	PRDJECT OFFICER HETS	MAJ	51A91	WARREN MI
PEO TWV	AE00179	PRDJECT OFFICER LSV	CPT	51A88	WARREN MI
PEO TWV	AE00548	APM LTV	MAJ	51A88	WARREN MI
PEO TWV	AE00550	ASST PROJECT OFFICER FMTV	CPT	51A88	WARREN MI
PED TWV	AE00582	W5M TWV REMANUFACTURE PGM	MAJ	51A88	WARREN MI
PERSCOM	MP00001	GOMO ACQUISITION MANAGER	LTC	53C00	PENTAGDN
PERSCOM	MP00002	AUTDMATION PROJECT LEADER	MAJ	53C00	ALEXANORIA VA
PERSCDM	MP00003	ARTIFICIAL INTEL ANALYST	MAJ	53C00	ALEXANORIA VA
PERSCOM	MP00007	MAJ ASSIGNMENT OFFICER	MAJ	53C00	ALEXANORIA VA
PERSCDM	MP00008	FUTURE REAOINESS OFFICER	MAJ	97A00	ALEXANORIA VA
PERSCOM	MP00009	LTC ASSIGNMENT OFFICER	MAJ	51A00	ALEXANORIA VA
PERSCOM	MP00D12	CHIEF MATL ACO MGT BRANCH	LTC	51A00	ALEXANORIA VA
PERSCDM	MP00013	ACQUISITION OFFICER	MAJ	53C00	ALEXANORIA VA
PERSCDM	MP00014	VALIOATION & TEST OFFICER	MAJ	53C00	ALEXANORIA VA
PERSINSCOM	CZ00028	PROJECT ENGINEER	LTC	53C00	ALEXANORIA VA
PERSINSCDM	CZ00131	OEPUTY COMMANDER	COL	53C42	ALEXANORIA VA
PERSINSCOM	CZ00132	SYSTEM MANAGER KEYSTONE	LTC	53C00	ALEXANORIA VA
PERSINSCOM	CZ00133	OIRECTOR MILITARY SYSTEMS	COL	53C00	ALEXANORIA VA
PERSINSCOM	CZ00184	OEPUTY SYSTEM MGR KEYSTONE	CPT	53C25	ALEXANORIA VA
PMO CHEM OEMIL	AE00810	SYSTEMS ENGINEERING OFFICER	MAJ	51A74	ABEROEEN PG MO
PMO CHEM OEMIL	AE00811	DEPUTY CHIEF ENG & OPNS OIV	LTC	51A74	ABERDEEN PG MO
PMO CHEM OEMIL	AE00812	PM ALTERNATE TECHNOLOGY	LTC	51A74	ABEROEEN PG MO
PMD CHEM OEMIL	AE00813	MANAGER CHEM OISPOSAL ACTIVITY	LTC	51A74	OUGWAY UT

CAREER DEVELOPMENT UPDATE

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
PMO CHEM DEMIL	AE00820	PM NON-STOCKPILE CHEM MATL	COL	51A74	ABEROEEN PG MO
ROAISA	CZ00001	CDMMANOER	LTC	53C00	RAOFORO VA
ROAISA	C200002	AOP OFFICER	MAJ	53C25	PENTAGON
ROAISA	C200179	AUTOMATION MGT OFFICER	MAJ	S3C00	PENTAGON
SAO8U	SA00072	SENIOR MILITARY ASSISTANT	COL	97A00	PENTAGON
SAOBU	SA00073	ASST OIRECTOR SAO8U CONTRACTS	LTC	97A00	PENTAGON
SAFETY CTR	SE0000S	CHIEF FLIGHT OATA RECOROER	LTC	51A15	FT RUCKER AL
SAFETY CTR	SE00008	AEROSPACE ENGINEER	MAJ	51A1S	FT RUCKER AL
SAFETY CTR	SE00007	AEROSPACE ENGINEER	LTC	51A1S	FT RUCKER AL
SAFETY CTR	SE00008	AEROSPACE ENGINEER	LTC	51A15	FT RUCKER AL
SAFETY CTR	SE00009	SAFETY ENGINEER	MAJ	51A00	FT RUCKER AL
SOC-HUACHUCA	C200160	SOFTWARE ENGINEER	MAJ	53C2S	FT HUACHUCA A2
SDC-HUACHUCA	CZ00161	SOFTWARE ENGINEER	CPT	53C2S	FT HUACHUCA A2
SDC-HUACHUCA	CZ00162	SDFTWARE ENGINEER	CPT	53C2S	FT HUACHUCA A2
SDC-HUACHUCA	C200183	SOFTWARE ENGINEER	CPT	53C2S	FT HUACHUCA A2
SOC-HUACHUCA	C200164	SYSTEMS ENGINEERING OFFICER	CPT	53C2S	FT HUACHUCA AZ
SDC-HUACHUCA	CZ00177	AUTOMATION SYSTEMS ENGINEER	LTC	S3C25	FT HUACHUCA A2
SOC-LEE	C200038	COMMANOER	COL	53C00	FT LEE VA
SOC-LEE	CZ00037	OIRECTOR SYSTEMS AUTOMATION	LTC	53C00	FT LEE VA
SOC-LEE	C200038	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
SOC-LEE	C200039	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
SOC-LEE	C200043	SYSTEMS AUTOMATION ENGINEER	MAJ	53C91	FT LEE VA
SOC-LEE	C200048	SYSTEMS AUTOMATION ENGINEER	LTC	53C92	FT LEE VA
SOC-LEE	CZ00047	SYSTEMS AUTOMATION ENGINEER	LTC	53C92	FT LEE VA
SOC-LEE	C200049	SYSTEMS AUTOMATION ENGINEER	CPT	53C92	FT LEE VA
SDC-LEE	C2000S3	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C91	FT LEE VA
SOC-LEE	C200054	SYSTEMS AUTOMATION ENGINEER	CPT	S3C91	FT LEE VA
SDC-LEE	CZ000SS	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C91	FT LEE VA
SOC-LEE	CZ00056	SYSTEMS AUTOMATION ENGINEER	CPT	S3C91	FT LEE VA
SOC-LEE	CZ00058	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C92	FT LEE VA
SDC-LEE	C200082	SYSTEMS AUTOMATION ENGINEER	MAJ	53C91	FT LEE VA
SOC-LEE	C200084	SYSTEMS AUTOMATION ENGINEER	MAJ	53C92	FT LEE VA
SOC-LEE	C2008S	SYSTEMS AUTOMATION ENGINEER	CPT	53C92	FT LEE VA
SOC-LEE	C200088	SYSTEMS AUTOMATION ENGINEER	MAJ	53C92	FT LEE VA
SOC-LEE	CZ00088	SYSTEMS AUTOMATION ENGINEER	LTC	S3C91	FT LEE VA
SDC-LEE	CZ00089	SYSTEMS AUTOMATION ENGINEER	LTC	S3C88	FT LEE VA
SOC-LEE	C200072	SYSTEMS AUTOMATION ENGINEER	CPT	S3C92	FT LEE VA
SOC-LEE	C200078	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C21	FT LEE VA
SOC-LEE	C200077	SYSTEMS AUTOMATION ENGINEER	CPT	S3C92	FT LEE VA
SOC-LEE	CZ00078	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C21	FT LEE VA
SDC-LEE	C200084	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C92	FT LEE VA
SOC-LEE	CZ00085	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C92	FT LEE VA
SOC-LEE	CZ00086	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C92	FT LEE VA
SOC-LEE	CZ00088	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C92	FT LEE VA
SDC-WASHINGTON	CZ0004S	SYSTEMS AUTOMATION ENGINEER	LTC	53C92	FT BELVOIR VA
SOC-WASHINGTON	CZ00137	COMMANOER	COL	53C00	FAIRFAX VA
SDC-WASHINGTON	CZ00138	SYSTEMS AUTOMATION ENGINEER	CPT	53C00	FAIRFAX VA
SOC-WASHINGTON	CZ00139	SOFTWARE ENGINEER	CPT	53C00	FAIRFAX VA
SOC-WASHINGTON	C200140	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
SOC-WASHINGTON	CZ00142	SYSTEMS AUTOMATION ENGINEER	LTC	S3C00	FAIRFAX VA
SOC-WASHINGTON	CZ00143	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C00	FAIRFAX VA
SDC-WASHINGTON	CZ00144	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C00	FAIRFAX VA
SOC-WASHINGTON	CZ0014S	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C00	FAIRFAX VA
SDC-WASHINGTON	CZ00146	SOFTWARE ENGINEER	MAJ	53C42	FAIRFAX VA
SDC-WASHINGTON	CZ00147	SYSTEMS AUTOMATION ENGINEER	MAJ	53C42	FAIRFAX VA
SDC-WASHINGTON	CZ00148	SYSTEMS AUTOMATION ENGINEER	MAJ	53C42	FAIRFAX VA
SDC-WASHINGTON	CZ00149	SYSTEMS AUTOMATION ENGINEER	CPT	53C42	FAIRFAX VA
SDC-WASHINGTON	CZ00150	SYSTEMS AUTOMATION ENGINEER	CPT	53C42	FAIRFAX VA
SDC-WASHINGTON	CZ00151	SYSTEMS AUTOMATION ENGINEER	CPT	53C42	FAIRFAX VA
SDC-WASHINGTON	CZ00152	SOFTWARE ENGINEER	CPT	53C42	FAIRFAX VA
SDC-WASHINGTON	CZ0015S	SYSTEMS AUTOMATION ENGINEER	CPT	53C42	FAIRFAX VA
SDC-WASHINGTON	CZ0015S	SYSTEMS AUTOMATION ENGINEER	LTC	53C00	FAIRFAX VA
SDC-WASHINGTON	CZ00158	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
SDC-WASHINGTON	CZ00157	SOFTWARE ENGINEER	MAJ	53C00	FAIRFAX VA
SDC-WASHINGTON	CZ0015S	SYSTEMS AUTOMATION ENGINEER	CPT	53C42	FARIFAX VA
SDC-WASHINGTON	CZ0015S	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
SDC-WASHINGTON	CZ00170	SOFTWARE ENGINEER	MAJ	53C00	FAIRFAX VA
SEC ARMY	SA00001	MILITARY ASSISTANT	LTC	S1A00	PENTAGON
SEC ARMY	SA00088	ASST OIRECTOR EXECUTIVE C2	LTC	S1A00	PENTAGON
SIGNAL CENTER	TC00001	ASSISTANT TSM	MAJ	S1A2S	FT GORDON GA
SIGNAL CENTER	TC00002	ASSISTANT TSM	MAJ	S1A2S	FT GORDON GA
SIGNAL CENTER	TC00003	ASST TSM PERSONNEL	CPT	S1A2S	FT GORDON GA
SIGNAL CENTER	TC00004	COMBAT OEVELOPMENTS OFFICER	CPT	S1A2S	FT GORDON GA
SIGNAL CENTER	TC00006	COMBAT OEVELOPMENTS OFFICER	CPT	S3C2S	FT GORDON GA
SIGNAL CENTER	TC00007	AUTOMATION OEVELOPMENTS OFF	CPT	S3C2S	FT GORDON GA
SIGNAL CENTER	TC00008	AUTOMATION OEVELOPMENTS OFF	CPT	S3C2S	FT GORDON GA
SIGNAL CENTER	TC00010	COMBAT DEVELDPMENTS OFFICER	CPT	S3C25	FT GORDDN GA
SIGNAL CENTER	TC00038	ASSISTANT TSM LOGISTICS	MAJ	S1A25	FT GORDON GA
SIGNAL CENTER	TC00170	CHIEF INTEGRATION & EVAL OIV	MAJ	S1A2S	FT GOROON GA
SIGNAL CENTER	TC00209	COMBAT OEVELOPMENTS OFFICER	CPT	S3C2S	FT GDROON GA
SIGNAL CENTER	TC00227	FA S3 (SC) PROPONENCY OFFICER	CPT	S3C2S	FT GDROON GA
SIGNAL CENTER	TC00228	INSTRUCTOR/WRITER	CPT	S3C25	FT GORDON GA
SIGNAL CENTER	TC00232	COMBAT OEVELOPMENTS OFFICER	CPT	S3C25	FT GORDON GA
SIGNAL CENTER	TC00233	COMBAT OEVELOPMENTS OFFICER	CPT	S3C2S	FT GOROON GA
SIGNAL CENTER	TC00248	ASST TSM TRAINING	LTC	S3C2S	FT GOROON GA
SIGNAL CENTER	TC0027S	ASST TSM NETWORK MANAGEMENT	MAJ	S1A2S	FT GDROON GA
SOCOM	OJ00002	CHIEF OPERATIONAL TEST & EVAL	COL	S1A00	MCOILL AFB FL
SOCOM	OJ00003	JPEO COMBAT & SPECIAL PGMS	COL	S1A00	MCOILL AFB FL
SOCOM	OJ00004	OEP OIR PGM INTEGRATION 8R	MAJ	51A00	MCOILL AFB FL
SOCOM	OJ0000S	SYSTEMS ACOUISITION MANAGER	MAJ	S1A00	MCOILL AFB FL
SOCOM	OJ00008	CHIEF ROTARY WING 8RANCH	LTC	S1A15	MCOILL AFB FL
SOCOM	OJ00007	CHIEF POLICY & LOGISTICS BRANCH	LTC	51A00	MCDILL AFB FL
SOCDM	OJ00008	OIRECTOR PROCUREMENT	COL	97A00	MCOILL AFB FL
SOCOM	OJ00009	CHIEF PROCUREMENT OIVISION	LTC	97A00	MCOILL AFB FL
SOCOM	OJ00010	PROCUREMENT OFFICER	MAJ	97A00	MCOILL AFB FL
SOCOM	OJ00014	CHIEF OPERATIONAL TESTING	LTC	S1A00	MCOILL AFB FL
SOCOM	DJ0001S	SYSTEMS ENGINEER	MAJ	S1A00	MCOILL AFB FL
SOCOM	OJ00017	TEST & EVALUATION OFFICER	LTC	51A18	MCOILL AFB FL
SPACECOM	JA00018	OEP CHIEF OPNS INTEGRATION 8R	CPT	S1A00	COLORAOO SPRINGS CO
SPACECOM	JA00017	ASTRONAUTICAL ENGINEER	CPT	S1A00	COLORAOO SPRINGS CO
SPACECOM	JA00070	8MO PLANS OFFICER	MAJ	51A00	COLORAOO SPRINGS CO
SPECIAL PGMS	AS00021	CHIEF R&O PLANS	MAJ	S1A00	XXXXXXXXXX
SPECIAL PGMS	AS00022	R&D OFFICER	LTC	S1A3S	XXXXXXXXXX
SPECIAL PGMS	AS00023	OIRECTOR OF CONTRACTING	LTC	97A92	XXXXXXXXXX
SPECIAL PGMS	SP00022	PROJECT OFF SOA TECHNOLOGY	MAJ	51A15	XXXXXXXXXX
SPECIAL PGMS	SP00023	CHIEF INFO MGT BRANCH	LTC	S3C00	XXXXXXXXXX
SPECIAL PGMS	SP00028	R&O OFFICER	MAJ	S1A00	XXXXXXXXXX
SPECIAL PGMS	SP00032	CH MISSION PLAN/SOFTWARE ENG	MAJ	53C00	XXXXXXXXXX
SPECIAL PGMS	SP00034	CHIEF SDFTWARE ENGINEERING	MAJ	53C00	XXXXXXXXXX
SPECIAL PGMS	SP00036	CONTRACTING OFFICER	MAJ	97A00	XXXXXXXXXX
SPECIAL PGMS	SP00037	CONTRACTING OFFICER	MAJ	97A1S	XXXXXXXXXX
SPECIAL PGMS	SP00038	CONTRACTING OFFICER	MAJ	97A1S	XXXXXXXXXX
SPSA	SP00018	PROCUREMENT OFFICER SOF	MAJ	97A00	FT BELVOIR VA
SPSA	SP00017	APM SOF LOGISTICS	MAJ	51A92	FT BELVOIR VA

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
SPSA	SP00018	APM SOF WEAPONS	MAJ	51A18	FT BELVOIR VA
SPSA	SP00019	CHIEF FIELO OFFICE	MAJ	51A18	FT BRAGG NC
SPSA	SP00041	OEPUTY COMMANOER	LTC	S1A18	FT BELVOIR VA
SPSA	SP00043	APM SOF ORONANCE SYSTEMS	MAJ	51A91	FT BELVOIR VA
SPSA	SP00050	COMMANOER	COL	51A18	FT BELVOIR VA
SPSA	SP00053	OEP OIRECTOR CONTRACT AOMIN	CPT	97A00	LEXINGTON KY
SRIA	CS00009	CHIEF SENSITIVE RECOROS & INFO	LTC	S3C00	PENTAGON
SSCDM	X100007	OEPUTY OIRECTOR	LTC	S1A92	NATICK MA
SSCOM	X100008	PROCUREMENT OFFICER	MAJ	97A00	NATICK MA
55CDM	X100009	CHIEF CUSTOMER LIAISON DIVISION	MAJ	51A02	NATICK MA
SSCOM	X100010	SOF/INFANTRY R&O OFFICER	CPT	S1A11	NATICK MA
SSCOM	X100011	COMBAT ARMS R&O OFFICER	CPT	S1A12	NATICK MA
SSCOM	X100012	R&O PROJECT COOROINATOR	CPT	S1A92	NATICK MA
SSCOM	X100745	APM SOLOIER ENHANCEMENT PGM	LTC	51A00	FT BELVOIR VA
SSCOM	X100749	PM SOLOIER	COL	51A92	FT BELVOIR VA
SSOC	SC00001	SPECIAL ASST OUSO(SPACE)	COL	51A00	PENTAGON
SSOC	SC00002	TECHNICAL ANALYSIS OFFICER	MAJ	S1A00	HUNTSVILLE AL
SSOC	SC00008	OEPUTY OIRECTOR ACO MGT OFC	LTC	97A14	HUNTSVILLE AL
SSOC	SC00009	OIRECTOR TARGETS TEST & EVAL	COL	51A00	HUNTSVILLE AL
SSOC	SC00010	PM STRATEGIC TARGETS	LTC	51A00	HUNTSVILLE AL
SSOC	SC00011	PM THEATER TARGETS	LTC	S1A00	HUNTSVILLE AL
SSOC	SC00012	PROGRAM INTEGRATION OFFICER	LTC	51A00	HUNTSVILLE AL
SSOC	SC00014	R&O COORDINATOR	MAJ	51A00	HUNTSVILLE AL
S5OC	SC00015	CHIEF PROGRAM ANALYSIS OIV	LTC	51A00	HUNTSVILLE AL
SSOC	SC00021	OEPUTY CHIEF MEASUREMENTS OIV	LTC	51A00	HUNTSVILLE AL
SSDC	SC00024	SYSTEMS INTEGRATION OFFICER	MAJ	S1A00	HUNTSVILLE AL
SSOC	SC00027	SENIOR R&O COOROINATOR	LTC	51A00	HUNTSVILLE AL
SSOC	SC00033	OIR HIGH ENERGY LASER SYSTEMS	COL	S1A00	WHITE SANOS NM
SSOC	SC00036	PM EXTENOEO AOA TESTBED	LTC	S1A00	HUNTSVILLE AL
SSOC	SC00037	SIMULATION TEAM LEAOER	MAJ	S1A00	HUNTSVILLE AL
SSOC	SC00041	OEPUTY OIRECTOR 8MOO NTF	LTC	51A00	COLORAOO SPRINGS CO
SSOC	SC00042	OEPUTY OIRECTOR ENGINEER NTF	MAJ	S1A00	COLORAOO SPRINGS CO
S5OC	SC00047	COR KWAJALEIN MISSILE RANGE	LTC	S1A00	KWAJALEIN ATOLL
SSOC	SC00048	CHIEF RANGE OPERATIONS	MAJ	S1A13	KWAJALEIN ATOLL
SSOC	SC00049	MISSION CONTROL OFFICER	CPT	S1A13	KWAJALEIN ATOLL
SSOC	SC00050	MISSION CONTROL OFFICER	CPT	S1A14	KWAJALEIN ATOLL
SSDC	SC000S1	RANGE OPERATIONS OFFICER	MAJ	S1A13	KWAJALEIN ATOLL
SSOC	SC000S2	OEPUTY OIRECTOR MOSTC	COL	S1A00	HUNTSVILLE AL
SSOC	SC000S4	R&O COORDINATOR	LTC	51A00	ARLINGTON VA
SSOC	SC000SS	OPERATIONS COORDINATOR 8MC4I	LTC	53C00	ARLINGTON VA
55OC	SC000S6	CHIEF AOV TECH OEVELOPMENT	LTC	S1A00	ARLINGTON VA
SSDC	SC00057	R&O STAFF OFFICER	LTC	S1A00	ARLINGTON VA
SSOC	SC00062	PM AEROSTAT	COL	S1A00	HUNTSVILLE AL
SSOC	SC00083	R&O COORDINATOR	LTC	S1A00	HUNTSVILLE AL
SSOC	SC00064	TECHNOLOGY INTEGRATION OFF	MAJ	S1A00	HUNTSVILLE AL
SSOC	SC000BS	OEPUTY OIRECTOR SYSTEMS	LTC	S1A00	HUNTSVILLE AL
SSOC	SC00067	APM TCMP	LTC	S1A00	HUNTSVILLE AL
SSOC	SC00069	R&O COORDINATOR	MAJ	S1A00	HUNTSVILLE AL
SSOC	SC00070	TEST INTEG OFF MOUNTAIN TOP	LTC	S1A00	ARLINGTON VA
SSOC	SC00071	SOFTWARE ENGINEER THAAO	MAJ	S1A14	HUNTSVILLE AL
SSOC	SC00072	SYSTEM TEST OFFICER NMD	MAJ	S1A14	HUNTSVILLE AL
SSOC	SC00074	SYSTEMS INTEGRATION OFFICER	MAJ	S1A14	HUNTSVILLE AL
SSDC	SC00076	CHIEF FORCE XXI 8RANCH	LTC	51A00	HUNTSVILLE AL
SSOC	SC00077	SYSTEM REQTS OFFICER THAAD	MAJ	51A14	HUNTSVILLE AL
SSOC	SC00081	TEST ENGINEER THAAO	MAJ	S1A14	HUNTSVILLE AL
SSDC	SC000B3	OPS OFF NATL MISSILE OEFENSE	LTC	51A00	HUNTSVILLE AL
STRICDM	X100353	EXECUTIVE OFFICER	LTC	S1A00	ORLANOO FL
STRICOM	X100354	PM ITTS	COL	51A00	ORLANOO FL
STRICOM	X10035S	OEPUTY OIRECTOR ARMY TARGETS	LTC	51A3S	HUNTSVILLE AL
STRICOM	X100362	PM TRADE	COL	51A00	ORLANDO FL
STRICOM	X100363	PM ACTS	LTC	51A15	ORLANDO FL
STRICOM	X100365	APM ACTS	MAJ	51A15	ORLANDO FL
STRICOM	X100371	PM CSTS	LTC	51A00	ORLANDO FL
STRICOM	X100375	APM ACTS	MAJ	51A15	ORLANDO FL
STRICOM	X100375	APM CSTS	MAJ	97A11	ORLANDO FL
STRICOM	X100378	PM CCTS	LTC	51A00	ORLANDO FL
STRICOM	X100378	PROJ DIRECTOR AVN TEST BOARD	MAJ	51A00	ORLANDO FL
STRICOM	X100382	APM CCTS	MAJ	53C00	ORLANDO FL
STRICOM	X100385	PROJ DIR LAND WARRIOR TEST BED	MAJ	51A00	ORLANDO FL
STRICOM	X100386	PM CATT	COL	51A00	ORLANDO FL
STRICOM	X100388	PM FAMSIM	LTC	51A00	ORLANDO FL
STRICOM	X100389	PM CAAN	LTC	S1A00	ORLANOO FL
STRICOM	X100390	APM TACSIM	MAJ	51A35	ORLANOO FL
STRICOM	X100833	PM OIS	COL	51A00	ORLANOO FL
STRICOM	X100638	OEP OIR THREAT SIMULATORS	LTC	97A00	HUNTSVILLE AL
STRICOM	X100845	APM CSTS	MAJ	51A00	ORLANOO FL
STRICOM	X100662	APM CATT/CCTT	MAJ	S1A12	ORLANOO FL
STRICOM	X100663	APM CSTS	MAJ	S1A11	ORLANOO FL
STRICOM	X100684	APM AGTS	MAJ	S1A00	ORLANOO FL
STRICOM	X10088S	APM JAVELIN/TSV	MAJ	S1A00	ORLANOO FL
STRICOM	X100872	PROJ OIR MOUNTEO WARFARE TEST	MAJ	51A00	ORLANOO FL
STRICOM	X1007S2	APM CATT	LTC	S1A00	ORLANOO FL
STRICOM	X1007S3	OEP OIRECTOR INSTRUMENTATION	LTC	51A00	ORLANOO FL
STRICOM	X1007S4	APM FAMSIM	MAJ	S1A00	ORLANOO FL
STRICOM	X100756	APM INSTRUMENTATION	MAJ	51A00	ORLANOO FL
TACOM	X100422	CHIEF A8RAMS MGT TEAM	LTC	51A00	RIYAOH SAUOI ARABIA
TACOM	X100423	CHIEF BFVS SAUOI FIELOING TEAM	MAJ	97A91	RIYAOH SAUOI ARABIA
TACOM	X100424	APM 8RAOLEY FIELOING TEAM	MAJ	S1A11	WARREN MI
TACOM	X100429	CHIEF ABRAMS LOG/FLOG 8RANCH	LTC	S1A91	WARREN MI
TACOM	X100431	TRAINING OEVICE MGR ABRAMS	MAJ	51A12	WARREN MI
TACOM	X100432	OPERATIONS OFFICER A8RAMS	MAJ	S1A12	WARREN MI
TACOM	X100433	R&O COORDINATOR	MAJ	S1A12	WARREN MI
TACOM	X10043S	WEAPON SYSTEM MGR FUTURE CSS	CPT	S1A91	WARREN MI
TACOM	X100436	CHIEF MATL FIELDING TEAM ASM	LTC	51A12	FT CARSON CO
TACOM	X100437	OEPUTY CHIEF OPERATIONS 8R	MAJ	S1A12	FT CARSON CO
TACOM	X100440	FIELO SITE OFFICER M1 TANK	MAJ	S1A12	FT CARSON CO
TACOM	X100441	FIELO SITE OFFICER 8FVS	MAJ	S1A12	FT CARSON CO
TACOM	X100444	OEPUTY OIRECTOR ACO CENTER	COL	97A00	WARREN MI
TACOM	X10044S	PROOUCTION MANAGER A8RAMS	MAJ	97A00	WARREN MI
TACOM	X100447	APM A8RAMS PROOUCTION	MAJ	97A00	WARREN MI
TACOM	X1004S0	PROCUREMENT OFFICER	MAJ	97A00	WARREN MI
TACOM	X1004S1	CONTRACTING OFFICER	CPT	97A00	WARREN MI
TACOM	X1004S3	CONTRACTING OFFICER	MAJ	97A00	WARREN MI
TACOM	X1004S4	CONTRACTING OFFICER	MAJ	97A00	WARREN MI
TACOM	X1004S6	PROCUREMENT OFFICER	MAJ	97A88	WARREN MI
TACOM	X100457	OIRECTOR PGM MGT CENTER	COL	51A00	WARREN MI
TACOM	X1004S8	PM M113/M60	LTC	51A91	WARREN MI
TACOM	X100459	APM M113/M60	MAJ	S1A00	WARREN MI
TACOM	X100460	PM CONSTRUCTION EQUIP/MHE	LTC	97A00	WARREN MI
TACOM	X100483	CHIEF KUWAIT ARMOR MOO OFFICE	LTC	S1A12	WARREN MI
TACOM	X100870	CHIEF OPERATIONS 8RANCH	MAJ	97A12	WARREN MI
TACOM	X10069S	FIELOING/LOGISTICS OFFICER	CPT	S1A91	WARREN MI
TACOM ACALA	X100573	WEAPON SYSTEM MGR M4 CARBINE	CPT	S1A00	ROCK ISLAND IL
TACOM ACALA	X100578	WEAPON SYSTEM MGR A8RAMS	CPT	51A00	ROCK ISLAND IL

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
TACOM ACALA	X100S79	CONTRACTING OFFICER	CPT	97A00	ROCK ISLAND IL
TACOM ACALA	X100580	WPN SYSTEM MGR 1SSMM ATCAS	LTC	S1A00	RDCK ISLAND IL
TACOM ACALA	X100S96	DEPUTY DIRECTDR ACQ CENTER	MAJ	97A00	ROCK ISLAND IL
TACOM ACALA	X100S99	CONTRACTING DFFICER	CPT	97A00	ROCK ISLAND IL
TACOM AROEC	X100S30	OEPUTY COMMANDER	COL	S1A00	PICATINNY NJ
TACDM AROEC	X100533	DIRECTOR ADVANCED SYSTEMS	CDL	S1A00	PICATINNY NJ
TACOM ARDEC	X100S34	LIGHT INFANTRY SYSTEMS OFFICER	MAJ	51A11	PICATINNY NJ
TACOM ARDEC	X100S3S	ARMDR SYSTEMS OFFICER	MAJ	S1A12	PICATINNY NJ
TACOM ARDEC	X100S36	FIRE SUPORPT SYSTEMS DFFICER	MAJ	S1A13	PICATINNY NJ
TACOM AROEC	X100S38	COMMANDER FIRE SPT ARMTS CTR	CDL	S1A00	PICATINNY NJ
TACDM ARDEC	X100S41	SMART WEAPDN SYSTEMS OFFICER	CPT	S1A02	PICATINNY NJ
TACOM ARDEC	X100542	FIRE SUPPORT SYSTEMS OFFICER	MAJ	51A13	PICATINNY NJ
TACOM ARDEC	X100544	FIRE SUPPORT SYSTEMS OFFICER	CPT	S1A13	PICATINNY NJ
TACOM ARDEC	X100546	CDR CLOSE COMBAT ARMTS CTR	COL	51A00	PICATINNY NJ
TACOM ARDEC	X100547	SYSTEMS INTEGRATION OFFICER	MAJ	51A00	PICATINNY NJ
TACOM ARDEC	X100552	SYSTEMS MANAGER SMALL ARMS	CPT	S1A11	PICATINNY NJ
TACOM ARDEC	X100553	DIRECTOR ACQUISITION CENTER	COL	97A00	PICATINNY NJ
TACOM ARDEC	X100554	CONTRACT MGT OFFICER	CPT	97A00	PICATINNY NJ
TACOM AROEC	X100555	CONTRACT MGT OFFICER	CPT	97A00	PICATINNY NJ
TACOM ARDEC	X100556	CONTRACT MANAGEMENT OFFICER	CPT	97A00	PICATINNY
TACOM ARDEC	X100557	CONTRACT MANAGEMENT OFFICER	CPT	97A00	WARREN MI
TACOM ARDEC	X100808	PM SMALL ARMS	LTC	51A91	PICATINNY NJ
TACOM ARDEC	X100809	PM MORTARS	LTC	51A11	PICATINNY NJ
TACOM AROEC	X100810	CHIEF PRODUCT DEV/ACQ/SAFETY	LTC	51A91	PICATINNY NJ
TACOM ARDEC	X100811	COMMANOER DEF AMMO LOG ACTY	COL	S1A91	PICATINNY NJ
TACOM ARDEC	X100812	OPERATIONS OFFICER	MAJ	51A91	PICATINNY NJ
TACDM RDEC	X100464	DIRECTOR ADVANCED CONCEPTS	CDL	S1A12	WARREN MI
TACOM ROEC	X100488	WEAPON SYSTEM MANAGER AWE	MAJ	S1A00	WARREN MI
TACDM RDEC	X100487	WEAPON SYSTEM MGR FORCE XXI	MAJ	S1A12	WARREN MI
TACOM RDEC	X100473	WPN SYSTEM MANAGER FORCE XXI	CPT	S1A02	WARREN MI
TACOM RDEC	X100474	WEAPON SYSTEM MGR FORCE XXI	CPT	S1A02	WARREN MI
TACOM RDEC	X100475	WEAPON SYSTEM MGR ADV CSS	MAJ	S1A91	WARREN MI
TACOM ROEC	X100478	PM SPECIAL PROJECT 1	LTC	S1A00	WARREN MI
TACOM ROEC	X100478	WPN SYSTEM MGR MDUNTED CSS	MAJ	S1A91	WARREN MI
TACOM RDEC	X100480	SYSTEM TECHNNOLDGY MANAGER	MAJ	S1A91	WARREN MI
TACOM ROEC	X100481	TEST DFFICER ABRAMS	MAJ	S1A12	WARREN MI
TACDM RDEC	X100483	SYSTEM TECHNICAL MGR ABRAMS	MAJ	S1A00	WARREN MI
TACOM RDEC	X100485	LDGISTICS DFFICER	CPT	97A00	WARREN MI
TACOM ROEC	X100488	FIELDING/LDGISTICS OFFICER	MAJ	51A91	WARREN MI
TACDM ROEC	X100488	CHIEF BRADLEY FIELD OFFICE	MAJ	S1A12	ABERDEEN MD
TAPO	SP00012	APM MH-60	MAJ	51A15	ST LOUIS MO
TAPO	SP00013	APM MH-47	MAJ	51A15	ST LOUIS MO
TAPO	SP00014	APM SDFTWARE/ASE	MAJ	51A1S	ST LOUIS MO
TAPO	SP00015	APM READINESS/LOGISTICS	MAJ	S1A1S	ST LOUIS MO
TAPO	SP00047	PM TECH APPLICATIONS SOA	LTC	S1A1S	ST LOUIS MO
TAPO	SP00048	EXPERIMENTAL TEST PILOT SMU	MAJ	51A15	FT EUSTIS VA
TAPO	SP00049	APM MH-80	CPT	S1A15	ST LOUIS MO
TAPO	SP000S1	APM TECH APPLICATIDNS SOA	LTC	51A1S	ST LDUIS MO
TECOM	X100759	SECRETARY GENERAL STAFF	MAJ	51A00	ABEROEEN MO
TECDM ATC	X100815	COMMANDER	COL	51A00	ABERDEEN MO
TECOM ATTC	X100318	COMMANDER	COL	S1A15	FT RUCKER AL
TECOM ATTC	X100320	DIRECTDR FLIGHT SYSTEMS TEST	LTC	S1A1S	FT RUCKER AL
TECOM ATTC	X100323	EXPERIMENTAL TEST PILOT	MAJ	S1A15	EDWARDS AFB CA
TECOM ATTC	X100324	CHIEF FLIGHT TEST DIVISIDN B	MAJ	51A15	FT RUCKER AL
TECOM ATTC	X100327	COMMANDER AIRWORTHINESS TEST	LTC	51A1S	EDWAROS AFB CA
TECDM ATTC	X100329	CHIEF FLIGHT TEST DIVISIDN A	MAJ	S1A15	FT RUCKER AL
TECOM ATTC	X100334	CHIEF FLIGHT TEST DIVISION B	MAJ	51A15	EOWARDS AFB CA
TECOM ATTC	X100335	EXPERIMENTAL TEST PILOT	MAJ	51A1S	FT RUCKER AL
TECOM ATTC	X100632	EXPERIMENTAL TEST PILOT	MAJ	S1A1S	EOWARDS AFB CA
TECOM ATTC	X100724	EXPERIMENTAL TEST PILOT	MAJ	S1A15	PATUXENT RIVER MD
TECOM CRTA	X100015	COMMANOER	LTC	51A00	FT GREELY AK
TECDM DPG	X100304	CDMMANOER	COL	S1A74	OUGWAY UT
TECOM DPG	X10030S	COMMANOER W DESERT TEST CTR	LTC	S1A74	OUGWAY UT
TECOM EPG	X1000S8	COMMANDER	COL	S1A25	FT HUACHUCA AZ
TECOM WSM	X100030	OIRECTOR MATERIEL TEST	COL	51A00	WHITE SANDS NM
TECOM WSM	X100713	OEPUTY COMMANDER	COL	S1A00	WHITE SANOS NM
TECOM YPG	X100048	COMMANDER	COL	S1A00	YUMA AZ
TECOM YPG	X100049	COMMANDER MATERIEL TEST	LTC	S1A00	YUMA AZ
TEMA	SS00001	TEST & EVALUATIDN OFFICER	LTC	51A00	PENTAGON
TEMA	SS00002	TEST & EVALUATION OFFICER	LTC	S1A00	PENTAGON
TRAC	TC00224	SYSTEMS AUTOMATION ENGINEER	MAJ	S3C00	FT LEAVENWORTH KS
TRADOC	TC00030	R&O OPERATIONS OFFICER	MAJ	51A00	FT MONROE VA
TRADOC	TC00149	SIMULATIDNS OFFICER	MAJ	S1A00	FT MONROE VA
TRAOOC	TC001S0	R&O OPERATIONS DFFICER	MAJ	S1A02	FT MONROE VA
TRADOC	TC001SS	CBT DEVELOPMENTS STAFF OFF	CPT	S1A00	FT MDNRDE VA
TRAOOC	TC001S7	CBT OEVELOP CODRDINATDR	MAJ	51A92	FT MDNRDE VA
TRAOOC	TC001S8	CONCEPTS OFFICER	MAJ	S1A00	FT MONROE VA
TRADDC	TC001S9	SCENARID OFFICER	MAJ	S1A02	FT MDNROE VA
TRAOOC	TC00160	CH CAPABILITIES INTEGRATION OIV	LTC	S1A00	FT MONRDE VA
TRAOOC	TC00161	CBT DEV CDDRDINATOR	MAJ	S1A02	FT MONROE VA
TRAOOC	TC00171	CHIEF TECHNOLDGY OIVISIDN	LTC	S1A00	FT MDNRDE VA
TRAOOC	TC00172	OIRECTOR ACQUISITIDN/PARC	COL	97A00	FT MDNRDE VA
TRADOC	TC00173	CHIEF REQTS & ACQ MGT OIVISIDN	LTC	97A00	FT MDNRDE VA
TRADOC	TC00187	AUTOMATION SYSTEMS ENGINEER	CPT	S3C00	FT MDNROE VA
TRAOOC	TC00193	CHIEF CONCEPTS DIVISION	LTC	S1A00	FT MONRDE VA
TRADOC	TC00248	R&D OPERATIDNS DFFICER	MAJ	S1A00	FT MDNROE VA
TRAOOC	TC00249	R&O OPERATIDNS OFFICER	MAJ	S1A00	FT MONRDE VA
TRADOC	TC00282	OPERATIONS OFFICER	MAJ	97A00	FT MONRDE VA
TRAOOC	TC00278	DIRECTOR ARMY C-17 OFFICE	LTC	51A92	WRIGHT-PATT AFB
TRADDC CO FDA	TC00151	CBT DEV CDDRDINATDR	MAJ	S1A00	FT MDNROE VA
TRAOOC CO FOA	TC001S2	CBT OEV COORDINATDR	MAJ	51A12	FT MONRDE VA
TRADOC CO FDA	TC001S3	INTEGRATION OFFICER	MAJ	51A35	FT MONRDE VA
TRAOOC CD FOA	TC00182	SR PROJ OFF DEPLOYMENT/SUSTAIN	LTC	S1A92	FT MDNROE VA
TRAOOC CO FDA	TC00165	CBT DEV CODRDINATOR	MAJ	51A13	FT MONRDE VA
TRAOOC CO FOA	TC00185	CBT OEV COORDINATOR	MAJ	S1A35	FT MONROE VA
TRAOOC CO FOA	TC00187	CBT OEV COORDINATOR	MAJ	S1A66	FT MONROE VA
TRAOOC CO FOA	TC00245	C&T OEV COORDINATOR	MAJ	S1A14	FT MONROE VA
TRAOOC CD FOA	TC00281	OEPUTY DIRECTOR EXFOR	LTC	51A12	FT HDOD TX
TRAOOC CONT ACTY	TC00188	PROCUREMENT OFFICER	MAJ	97A00	FT EUSTIS VA
TRANSCOM	JA00040	COMMANO ACQUISITION OFFICER	MAJ	97A00	SCDTT AFB IL
TRANSCOM	JA00043	CHIEF SYSTEMS OEVELOPMENT OIV	LTC	S3C25	SCOTT AF8 IL
TRANSCOM	JA00044	AUTOMATION MGT STAFF OFFICER	MAJ	S3C00	SCOTT AFB IL
UNOER SEC ARMY	SA00100	MILITARY ASST UNOER SEC ARMY	LTC	51A00	PENTAGON
USA RESCH ASSOC	X100342	OEPUTY OIRECTOR	LTC	S1A00	WHITE SANOS NM
USAFISA	SE00001	SENIOR AI PROJECT OFFICER	MAJ	S3C14	FT LEAVENWORTH KS
USAFISA	SE00002	TAAOS-R PROJECT OFFICER	LTC	53C00	FT 8ELVOIR VA
USAG FT CARSON	FC00081	CONTRACTING OFFICER	CPT	97A00	FT CARSON CO
USAG FT HOOO	FC000S6	OIRECTOR OF CONTRACTING	LTC	97A00	FT HOOO TX
USAG FT MEAOE	MW00001	CONTRACT SPECIALIST	MAJ	97A00	FT MEAOE MO
USAG FT POLK	FC00086	CONTRACTING OFFICER	MAJ	97A00	FT PDLK LA
USAG PANAMA	SU00001	OEPUTY OIRECTOR CONTRACTING	MAJ	97A00	COROZAL PANAMA
USAG PANAMA	SU00002	CONTRACTING OFFICER	MAJ	97A00	COROZAL PANAMA
USAG PANAMA	SU00003	CONTRACTING OFFICER	CPT	97A00	COROZAL PANAMA
USAG PANAMA	SU00004	CONTRACTING OFFICER	MAJ	97A00	COROZAL PANAMA
USAG PANAMA	SU00005	CDNTRACTING OFFICER	CPT	97A00	COROZAL PANAMA

UNITNAME	POSNUM	TITLE	RANK	PRC	LOCATION
USASOC	SP00001	PM ARSOF MP/MR/C2	LTC	51A25	FT EUSTIS VA
USASOC	SP00002	SYSTEMS ACQ MGR COMMO	CPT	51A25	FT BRAGG NC
USASDC	SP00005	SYSTEMS ACQ MGR MATERIEL	CPT	51A18	FT BRAGG NC
USASOC	SP00008	SYSTEMS ACQ MGR LDG	CPT	S1A92	FT BRAGG NC
USASOC	SP00008	TEST & EVALUATION DFFICER	CPT	S1A18	FT BRAGG NC
USASOC	SP00010	SYSTEMS ACQ MANAGER WEAPONS	CPT	S1A18	FT BRAGG NC
USASOC	SP00011	SYSTEMS ACQ MANAGER AVIATION	MAJ	51A15	FT BRAGG NC
USASOC	SP00028	SYSTEMS ACQ MANAGER	MAJ	S1A11	FT BRAGG NC
USASOC	SP00029	SYSTEMS ACQ MGR COMMO/ADP	MAJ	S1A2S	FT BRAGG NC
USASDC	SP00030	SYSTEMS ACQ MGR AVIATION	CPT	S1A1S	FT BRAGG NC
USASOC	SP00031	SYSTEMS ACQ MANAGER WPNS/NV	MAJ	S1A1S	FT BRAGG NC
USASOC	SP00040	PM MELB	LTC	51A15	ST LOUIS MO
USASOC	SP00058	SYSTEMS ACQ MGR INTEL	CPT	51A35	FT BRAGG NC
USASOC	SP00057	SYSTEMS ACQ MANAGER SOF LEAD	LTC	51A18	FT BRAGG NC
USASOUTH	SU00008	PARC USASOUTH	LTC	97A00	FT CLAYTON PANAMA
USMA	MA00001	DIRECTOR OF CONTRACTING	LTC	97A00	WEST POINT NY
USMA	MA00002	SENIOR RESEARCH ANALYST	LTC	53C00	WEST POINT NY
USMA	MA00003	SENIOR RESEARCH ANALYST	LTC	53C00	WEST POINT NY
USMA	MA00004	RESEARCH ANALYST	MAJ	51A00	WEST POINT NY
USMA	MA00005	RESEARCH ANALYST	MAJ	51A00	WEST POINT NY
USMA	MA00006	RESEARCH ANALYST	MAJ	51A00	WEST POINT NY
USMA	MA00007	INSTRUCTOR COMPUTER SCIENCE	LTC	53C00	WEST POINT NY
USMA	MA00008	INSTRUCTOR R&D	CPT	51A00	WEST POINT NY
USMA	MA00009	INSTRUCTOR R&D	CPT	S1A00	WEST POINT NY
USMA	MA00010	INSTRUCTOR R&D	CPT	S1A00	WEST POINT NY
USMA	MA00011	INSTRUCTOR R&D	MAJ	51A00	WEST POINT NY
USMA	MA00012	INSTRUCTOR R&D	LTC	S1A00	WEST POINT NY
USMA	MA00013	INSTRUCTOR COMPUTER SCIENCE	CPT	S3C00	WEST POINT NY
USMA	MA00014	INSTRUCTOR COMPUTER SCIENCE	LTC	S3C00	WEST POINT NY
WESTCDM	P100008	CHIEF SYSTEMS MGT 6R DCCLOG	CPT	S3C00	FT SHAFTER HI
WESTCOM	P100009	CDNTRACTING DFFICER	MAJ	97A00	FT SHAFTER HI

26 Graduate From MAM Course

On March 1, 1996, 26 students graduated from the Materiel Acquisition Management (MAM) Course held at the U.S. Army Logistics Management College, Fort Lee, VA. Research and development, testing, contracting, requirements generation, logistics and production management are examples of the materiel acquisition work assignments being offered to these graduates.

COL Henry W. Meyer Jr., Dean, School of Acquisition Management, ALMC, gave the graduation address and presented diplomas. The Distinguished Graduate award was presented to Robert Sheibley, Program Executive Office—Aviation, St. Louis, MO.

The eight-week MAM Course provides a broad knowledge of the materiel acquisition function. It covers national policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Areas of coverage include acquisition concepts and policies; research, development, test, and evaluation; financial and cost management; integrated logistics support; force modernization; production management; and contract management. Emphasis is placed on developing mid-level managers so that they can effectively participate in the management of the acquisition process.

PERSCOM Notes...

FY 96 LTC Promotion Board Results

The FY 96 LTC Promotion Board results were released on March 14, 1996. For the first time, the Army Acquisition Corps (AAC) fell below the Army average for promotion to the rank of lieutenant colonel. This has caused some concern from the general population on the perceived promise that the AAC would maintain promotions at least equal to or better than the Army average. The purpose of this article is to explain why the AAC selection rate for promotions was low and to analyze the results of the LTC board.

Promotions at every grade are based on Army requirements. For the AAC, our requirements are generated from the number of colonels needed. From this requirement, a model is built determining how many lieutenant colonels, majors, and captains are needed. The model even determines how many captains are accessed per year group. The AAC was initially sized at 250 colonels. In 1994, a joint deputy chief of staff for personnel and director of acquisition career management decision reduced the requirement for AAC colonels to 215. Other grades had to follow. As a result, the AAC was left with many year groups well over the "downsized" inventory requirement. As our larger year groups approach promotion gates, we can no longer expect AAC rates significantly above the Army average. The accompanying chart depicts the current AAC inventory against the requirement to grow 215 AAC colonels.

Overall AAC Results

Board members reviewed the files of 205 AAC officers in the primary zone. From this population, 120 were selected by the board. In addition, one below the zone and two above the zone officers were selected for promotion for a total selection of 123 officers for promotion. The resulting primary zone selection rate of 58.5 percent was below the Army Competitive Category primary zone of 60 percent. AAC officers continue to be competitive with basic branch officers; however, our requirements for lieutenant colonels have been reduced. Acquisition Corps results by functional area are as follows:

Functional Area	Primary Zone Considered	Primary Zone Selected	Primary Zone Percent
51	132	78	59.0
53	28	16	57.1
97	45	26	57.7

What Was the Trend for Those Selected?

After the assignment officers re-reviewed the files of all AAC officers who went before the promotion board the following trend or "formula" emerged:

LTC = Command and Staff College complete + Above Center of Mass (ACOM) Command + ACOM File (usually the last five Officer Evaluation Reports (OERs))

It goes without saying, Command and Staff College (CSC) must be completed (either resident or non-resident) for selection to lieutenant colonel. Although this was not a selection board requirement, all AAC officers selected for promotion had completed CSC. Of the AAC officers selected for promotion, 22 percent were solely non-resident graduates. Of the officers who completed resident CSC, 93 percent were selected for promotion. We can not emphasize enough the importance of finishing CSC. If selected to attend a resident CSC, go!

Company command was also extremely important. Board members appear to use command reports as the mark of leadership potential. The leadership ability, warfighting skills and potential of all officers are well-documented on those OERs and easily interpreted by the 18 board members (17 of whom are basic branch officers). For this board, ACOM command reports were an important factor in determining success.

The last important discriminator appears to be an ACOM file with the concentration of the last five OERs. Board members want to know how officers performed as majors and, more importantly, what the senior rater thought of those officers' potential for further success. Senior raters who best articulated the promotion, military school and battalion/LTC command-level potential of successful officers, helped those officers. Officers who maintained steady ACOM performance after command were selected. Officers who received a two block OER just prior to the board were not likely to be selected for promotion. Likewise, officers who had a majority of center of mass OERs after command and who only peaked on the last two OERs prior to the board were also not selected.

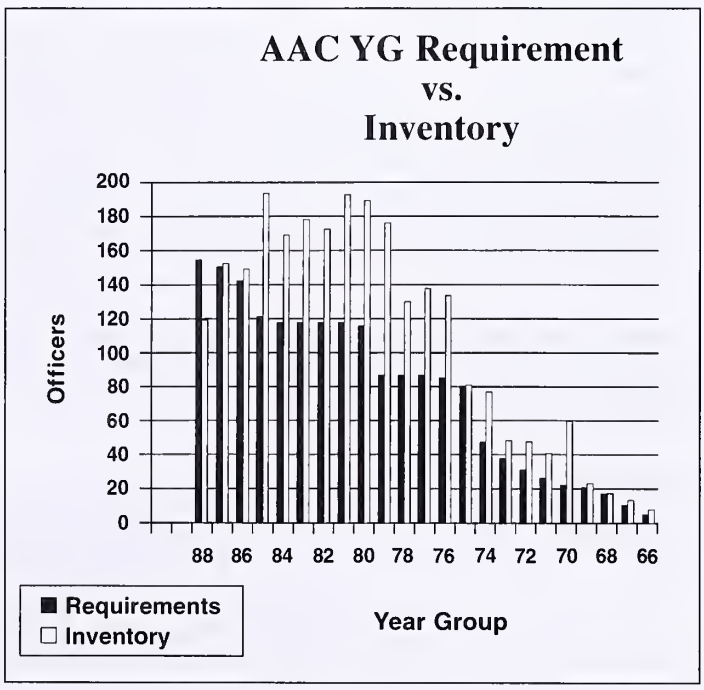
These results are consistent with a primary zone selection rate of 58.5 percent. With 41.5 percent of the population not being selected for promotion, a file which can not be rated "above average" is at risk. This was a tough board and we will lose some good officers. The message is clear—take the hard jobs and maintain a high level of performance.

FY 97 LTC PM and Acquisition Command Board Results

The Military Acquisition Management Branch recently completed an analysis of the FY 97 PM/Acquisition Command board results and overall command opportunity for Acquisition Corps officers. The following paragraphs summarize these results and indicate possible trends.

Overall Acquisition Corps Results

Board members reviewed the files of 365 Acquisition Corps officers in year groups 1976 through 1979. From this population, the



board selected 33. Acquisition Corps results by functional area and year group are as follows:

Functional Area	1979	1978	1977	1976
51	9	9	4	1
53	2	2	1	
97	2	2	1	

Command Board Procedures

The board selected officers in two categories: Product Manager (PM) and Acquisition Command. The board selected 29 officers to be product managers and four to be acquisition commanders. PERSCOM slated each of these officers to PM/Command positions after considering DA slating guidance, position criteria, experience, training, and personal preferences.

Who Got Selected?

All officers selected have master's degrees, two have Ph.D.s. Only 10 of the selectees have not previously been selected for resident Command and Staff College. Of the 29 officers selected to become PMs, 27 have at least two years of experience in a program office or in the Office of the Assistant Secretary of the Army (Research, Development and Acquisition) (OASARDA). All three officers selected to be contracting commanders have at least four years of contracting experience in either the Defense Logistics Agency (DLA), U.S. Army Materiel Command (AMC), or OASARDA. Two of the three have more than two years of contracting experience in both DLA and AMC.

Analysis

Based on the analysis applied to the above information, it is apparent that officers who complete at least two years in a program office are competitive for PM selection. Officers competing for contracting commands require at least three years of "hands on" contracting experience (preferably in DLA or AMC) to be competitive. The inflation of our current OER system requires "top block" performance in these key developmental positions.

General Observations

The file quality of officers selected for PM/Command continues to improve. Competition is tough for these key positions. Generally, officers are selected for command the first or second time considered. To be competitive for PM/Command, one must seek out and do well in those positions which will branch qualify an officer as a major. For product managers, previous program office experience is most important. However, there is no evidence that consecutive or repetitive program office tours better qualify an officer for PM selection. On the contrary, a successful performance office tour, coupled with successful performance in other qualifying positions (e.g. test, combat development, DA/joint staff) is a common formula for PM selection. Contracting officers require extensive contracting training and experience in pre-award and post-award contracting. Success in other acquisition positions enhances overall file strength toward selection.

Command Opportunity

The Army Acquisition Corps continues to afford officers, in all three functional areas, a healthy opportunity to command. Army Acquisition Corps opportunity to command has compared favorable with the Army average of 10-14 percent for the past three years.

Since each year group is considered four times for command, total opportunity to command for a particular year group cannot be determined until that year group receives its fourth "look." The following depicts a May 1996 "snap shot" of the cumulative number and percentage of officers in groups 1979-1976 that have been selected to command.

	1979	1978	1977	1976
Looks Remaining:	3	2	1	0
FA 51	11 (11%)	21 (25%)	27 (32%)	21 (25%)
FA 53	2 (5.7%)	3 (17.6%)	5 (16.6%)	5 (26%)
FA 97	3 (9%)	7 (25%)	2 (7.6%)	7 (23%)

Summary

As future PM/Command boards convene, it is imperative for officers to take the time to personally "scrub" their Officer Record Brief (ORB) and microfiche to ensure accurate information is conveyed to the board members. The Military Acquisition Management Branch will send pre-board scrub packets to officers in the zone of consideration 90 days prior to the convene date. The pre-board scrub packet will consist of an ORB, a fiche, and a checklist. Use this packet to prepare your file for the board. Although not a part of the pre-board scrub packet, the photo is an important part of the board file. It is recommended that if a photo is more than two years old, then it is time for a new one. Prior to taking a new photo, check your awards, branch and U.S. insignia etc. Attention to detail does make a difference.

Finally, as a captain/major, seek career broadening experiences to become competitive for early selection as a PM/Commander. With limited positions in the program offices, PERSCOM will rotate captains and majors at 24 months to ensure a sufficient pool of experienced branch qualified officers for future PM positions. Officers wanting to be competitive for contracting commands should seek warranted contracting officer positions in both pre-award and post-award environments.

FY 97 Army Acquisition Corps LTC Command/PM List

Contracting Command

Name	*Branch*	*Career Field 1*	*2*
BROWN, Mary K.	OD	91	97
LEONARD, Alvin J.	QM	92	97
MILLS, Ainsworth B.	QM	92	97
STRICK, Donald E.	OD	91	97

Product Managers

Name	*Branch*	*Career Field 1*	*2*
BLANCA, Damian P	FA	13	51
BRITO, Joseph M.	MI	35	53
BUCKINGHAM, Mildred	TC	88	53
BURKE, John D.	SC	25	53
BUSBY, Thomas E.	FA		51
CRIPPS, David B.	AV	15	51
DEFATTA, Richard P.	OD	91	51
DOWLING, Edmund A.	AR	12	51
FAIR, Matthew J.	AR	12	51
GAULT, Clovis G.	QM	92	51
GINDER, Lawrence J.	AV	15	51
GROTKE, Mark L.	AV	15	51
HALLAGAN, Robert E.	MI	35	51
HILLENBRAND, Edward	MI	35	51
HUFF, Donald C.	AV	15	51
JONES, Lauris T. II	OD	91	51
KATHER, George R.	AR		51

KELLER, Brian C.	OD	91	51
LAKE, William G. J.	AV	15	97
LEYVA, Gabriel F.	SC	25	53
LOFGREN, Joseph D.	AG		53
MAHONY, John D.	IN	11	51
MATTHEWSON, James D.	AD	14	51
MCCLELLAN, Harry W.	EN	21	51
MCCOY, Curtis L.	AR	12	51
OGG, Robert D. Jr.	AR		51
SCHNELLER, George R.	OD	91	51
TARANTINO, Frederick	IN		51
VAUGHN, Mark M.	IN	11	51

Advanced Civil Schooling Program

A new strategy was approved in January 1996 that governs the policies surrounding the execution of the Army Acquisition Corps' (AAC) Advanced Civil Schooling (ACS) program. This strategy was designed to ensure that officers were afforded the maximum opportunity for ACS, while also providing them the greatest opportunity for continued acquisition field experience. This article describes the AAC ACS program and informs officers on how to apply.

The ACS program consists of approximately 80 full-time, fully funded allocations per fiscal year. ACS also encompasses degree completion (fully funded and funded by the officer). The program is managed by Military Acquisition Management Branch (MAMB), at PERSCOM. The goal of the ACS program is to produce officers with the educational background necessary to become successful program managers and contracting commanders. Therefore, specific curriculums were designed for acquisition officers at the Naval Postgraduate School (NPS) and Florida Institute of Technology (FIT)-Fort Lee. These programs include the Systems Acquisition Management and the Acquisition and Contract Management programs at NPS and the Material Acquisition Management program at FIT. Approximately one-half of the total allocations for ACS are for slots at those two institutions.

The only other allocations for ACS associated with a specific institution are five annual slots for the IGRAD Program. This is a two-year program that combines ACS and Training With Industry, and culminates with the award of a master's in business administration (M.B.A.) from the University of Texas-Arlington.

The remainder of allocations are divided among various curriculums and officers usually attend the school of their choice. However, universities must be accredited and not have tuition greater than $13,000 annually. Curriculum choices include computer science, information technology management, engineering and science, operations research and systems analysis, and M.B.A.

To apply for ACS, officers must forward the following information to: Commander, Total Army Personnel Command, ATTN: TAPC-OPB-E (CPT Bob Marion), 200 Stovall Street, Alexandria, VA 22332-0411.

- a completed DA Form 1618-R (located in the back of AR 621-1);
- a copy of their GRE or GMAT results;
- a copy of their undergraduate transcripts; and
- a letter of acceptance from the university they wish to attend.

If an officer is applying to NPS, he or she must include an original undergraduate transcript and the ACS officer at MAMB will request the letter of acceptance.

For FY 97 school allocations, MAMB conducts two boards. The June 1996 board selected officers for school start dates from January-July 1997. The next board will convene during January 1997 to select officers with start dates from August-September 1997. All officers considered by the board will be notified of the results in writing. It is critical that officers desiring to attend ACS send all the appropriate paperwork to the ACS manager at MAMB at least two weeks prior to the board convening. Board dates in subsequent fiscal years will be scheduled to target officers immediately after their accession into the AAC.

For more details regarding the AAC ACS program, contact the AAC ACS Manager, CPT Bob Marion at commercial (703)325-2760, DSN 221-2760, or at the following e-mail address: marion@hoffman-emh1.army.mil.

FY 97 Colonel PM/AAC Command Board Results

Overall Colonel Results

Board members reviewed the files of 61 Acquisition Corps colonels and promotable lieutenant colonels and 16 civilians in the grade of GS-15, or eligible for promotion to GS-15. The board selected 24 officers and one civilian. (Names of selectees were published in the May-June 1996 issue of *Army RD&A* magazine.) Results for military by functional area and year group are as follows:

Functional Area	1972	1973	1974	1975	1976	Functional Area Selection Percentage
51		3	8	2	2	36%
53	1		2			23%
97	1		4	1		100%

Command Board Procedures

The board membership consisted of six senior military and two senior civilian members. All were members of the Army Acquisition Corps. Officers were selected in two categories: project manager and acquisition command. This was the first DA centralized selection board to select the best qualified individual among senior civilian applicants and eligible colonels for selected positions in the project manager category. Two ACAT 1 programs were designated by the Acquisition General Officer Steering Committee to be filled by the best qualified candidate, either civilian or military. All other PM and AAC command positions were open to military only. This was also the first year that officers currently serving as, or with previous colonel PM or command experience, were not eligible for consideration.

The board selected one civilian and 10 officers to be project managers and 14 officers to be acquisition commanders. The board slated selectees for the two ACAT I programs designated to be filled by the best qualified candidate. PERSCOM slated all other officers in accordance with slating guidance from the Army chief of staff.

Who Got Selected?

Two officers have baccalaureate degrees, 21 have master's degrees, and one has a Ph.D. Twenty-three have been selected for or have completed Senior Service College (19 or 24 resident). All of the 10 officers selected for project manager previously served as product managers. Of the 14 selected for acquisition command, 12 served as lieutenant colonel commanders or product managers.

Analysis

Of the 61 officers who competed, 56 have been lieutenant colonel commanders or product managers. In general, officers were selected at a higher rate as PMs or R&D commanders if they served on the Army staff and had two tours in a program office, including LTC PM. Officers selected as contracting commanders generally served three or more years in contracting positions with DLA or AMC. Of the seven selected as contracting commanders, five have program office experience. Officers selected as software center commanders all have at least eight years of software acquisition experience.

Command Opportunity

This year's command selection rate (39 percent) is somewhat

CAREER DEVELOPMENT UPDATE

higher than last year's rate (33 percent). This is due primarily because, this year, for the first time, officers who had previously commanded at the colonel level were not eligible for consideration. This rate is much higher than the overall Army colonel command selection rate (14 percent).

This year, 75 percent of the officers selected were being considered for the first time. Second time selectees made up 21 percent of the slate. As the numbers indicate, chances for selection are greatest during the first two years of eligibility. Selection rates as a function of time considered are as follows:

Time Considered	Considered	Selected	Percent
1st	32	18	56%
2nd	12	5	42%
3rd	14	1	7%
4th	3	0	0%

Summary

As in all other branches and functional areas, selection for promotion to colonel and colonel command in the Acquisition Corps is highly competitive. Because most officers selected for colonel have successfully served as as lieutenant colonel PM or commander, consistently high performance in a range of career broadening assignments is still the overriding factor in selection for colonel PM or acquisition command.

NEWS BRIEFS

Personnel Officer Selectees Announced

Carol Ashby Smith, Deputy Assistant Secretary of the Army (Civilian Personnel Policy) and Director of Civilian Personnel, recently announced the selection of personnel officers for civilian personnel operation centers. Congratulations to the selectees who are listed below with their respective regions:

- Daniel M. Clawson, Southwest Region, Fort Riley, KS;
- Conrad M. Lacy, North Central Region, Rock Island Arsenal, IL;
- Michael L. Vajda, Northeast Region, Aberdeen Proving Ground, Aberdeen, MD; and
- W. Lee Williams, South Central Region, Redstone Arsenal, Huntsville, AL.

Selection of the West Region director will be made after the site selection process is complete.

New Army Product Manager Established

Based on recommendations from senior Army leaders and a Department of the Army general officer steering committee, the Product Manager—Soldier Support Office was recently established at the U.S. Army Soldier Systems Command in Natick, MA.

The PM-Soldier Support Office will be responsible for acquisition of soldier support systems and equipment, i.e., "materials and services that directly support the soldier individually or collectively in a tactical, operational or administrative environment." Soldier support items include field feeding equipment, showers, rigid and soft wall shelters, latrines, heaters, field laundry systems and air delivery systems.

By providing centralized executive management of these programs, the soldier/customer will have a "one stop shopping" advantage. PM-Soldier Support will be responsible for trade-off analyses to address cost, schedule and performance parameters. Ever mindful of funding constraints, the office will ensure limited resources are used efficiently, providing the best possible return on investments. Even in light of these business objectives, the PM-Soldier Support Office will always ensure that warfighting requirements are identified and addressed.

It is anticipated that the PM-Soldier Support Office will be fully operational in October 1996 with a board selected product manager identified by the end of the calendar year.

Thomas Takes Over as AAESA Director

COL James A. Thomas, former Deputy to the Director for Acquisition Program Integration in the Office of the Under Secretary of Defense (Acquisition and Technology), has assumed new duties as Director of the Army Acquisition Executive Support Agency, Office, Assistant Secretary of the Army (Research, Development and Acquisition).

Backed by more than 26 years of active military service, Thomas served earlier tours as a Program Analyst, Acquisition Resources, Acquisition Program Integration, Office, Under Secretary of Defense (Acquisition and Technology); Course Director, Defense Systems Management College; and as a program analyst in the Office of the Assistant Secretary of the Army (RDA).

He holds an M.S. degree in systems management from the University of Southern California, a B.S. degree in chemical engineering from Purdue University and is a Virginia Polytechnic Institute Ph.D. candidate in public administration. In addition, he has completed the Army War College, the Program Managers Course at the Defense Systems Management College, and the Army Command and General Staff College.

Thomas is a recipient of the Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal with one OLC, Meritorious Service Medal with two OLC, Army Commendation Medal with two OLC, Office of the Secretary of Defense Identification Badge, and the Army Staff Identification Badge.

A Strategy of Change: Concepts and Controversies In the Management of Change

By David C. Wilson, Routledge, New York, 1992

Reviewed by Sheryl Ann Turner, Quality Assurance Specialist, U.S. Army Yuma Proving Ground Quality Assurance Office.

Change is inevitable. It can be frightening to those who fear it and are reluctant to change; or, challenging to those who embrace it and have become masters at it. However, deciding a strategic plan and understanding the chaos that change brings, as well as preparing for and implementing a process for change, is not only necessary, it is essential in today's organizations, companies, and government.

It would seem reasonable that most individuals responsible for the strategic direction of their organization would have a "strategy of change." David C. Wilson, author of *A Strategy of Change: Concepts and Controversies in the Management of Change,* advises his readers that "Managers should, if they are not already, be 'masters of change.'"

Strategies of change can be applied to individuals, groups, organizations, business sectors, and ultimately to whole economies and nation states. Planned change relies upon a model of organization in which there is uncritical acceptance of the managerial role. Change can occur if managers learn to lead, motivate, negotiate with, and dominate other parts of the organization. Managers lead the way, set the example, and encourage their employees to do the same.

How one views, accepts, struggles against, or promotes organizational change will depend to a great extent on whether one is a woman or a man. Equally, homosexuality and lesbianism are subject to their own set of discriminatory organizational practices, mostly aimed at suppression and encouraging the staff to be heterosexual.

Wilson offers several strategies for managers to use as models in developing their own individual strategy for managing change in their specific organization. Mission statements, encouraging employee empowerment, and working in teams are just a few of the strategies offered by Wilson. Realizing that each person is an individual is key in aiding a manager in his or her pursuit of developing an organization willing to accept change. Respecting each individual's history, background, and difference will assist the manager in planning a program that will encourage teamwork and cooperation. The "master manager" is a manager who is a director, producer, coordinator, monitor, mentor, facilitator, innovator, broker and leader.

According to Wilson, directors take initiative, encourage goal setting, and effectively delegate work to their employees. As a producer, he or she encourages personal productivity and motivation, time and stress management, and motivates others. Coordinators plan, organize, and control work flow. A monitor writes effectively, reducing information overload. A mentor understands one's self and others; has effective interpersonal communication; and develops his or her subordinates. Facilitators are good at team building, participative decision-making, and conflict management. Innovators are creative thinkers and live with and manage change. Brokers create and maintain a power base, have effective negotiation and influencing skills, and effective oral presentation. Finally, leadership is a process of social exchange between a leader and his or her follower. It is located in a complex web of organizational and societal contexts.

Just being "competent" is not enough to make a person a good leader or manager. Organizations are no longer run by managers, but by heroes who are insanely great in what they do. They are the empowered individuals who have learned to work together on teams and, although they may be wary of change, still embrace and master it. They are the new employee directed, produced, coordinated, monitored, mentored, facilitated, innovated, and brokered by a master manager who has developed a "strategy for change."

Force XXI-Land Combat In the 21st Century

Published by U.S. Army Training and Doctrine Command
Foreword by General William W. Hartzog

Reviewed by Joe Sites, Vice President, Director Defense of Systems, Baum Romstedt Technology Research Inc., Fairfax, VA.

The U.S. Army Training and Doctrine Command (TRADOC) has just published *Force XXI-Land Combat in the 21st Century,* the fourth in a series of "black books." This book describes the actions taken to determine requirements for the Army of the 21st century. These actions include development of concepts, experimentation and incorporation of experience gained in recent operations. The document provides reviews of the Advanced Warfighting Experiments (AWE); NTC 94-07, Prairie Warrior 95, Theater Missile Defense (TMD), Focused Dispatch and Warrior Focus.

Based on the work done to date, TRADOC has decided to focus its force developmental work on six military operations: Project the Force; Protect the Force; Gain Information Dominance; Shape the Battlespace; Decisive Operations; and Sustain the Force.

In summary tables, TRADOC has provided the concepts, enablers and technologies which are relevant to each operation. Of particular interest to the RD&A community are the lists of technologies. For example, for Protect the Force, the following technologies have been listed: Enhanced Land Warrior; Air and Ground-Based Sensors; Standoff Mine Detection; Army Battle Command System; and SOF, ATACMS, Comanche, Apache Longbow.

Force XXI-Land Combat in the 21st Century is not just another pamphlet. Although it is an excellent reference source for those interested in recent AWEs, its real importance is that it provides a summary of what is needed by our future Army. This document should be "must" reading for those involved in RD&A activities.

From The Acquisition Reform Office...

Procurement Management Reviews

In order to gain a first-hand look at how acquisition reform is being implemented Army-wide, the Contract Support Agency developed a new format for conducting Procurement Management Reviews (PMRs). The format provides visibility and follow-up on acquisition reform initiatives such as the Purchase Card Program, past performance, best value source selections, electronic commerce/electronic data interchange/federal acquisition computer network (EC/EDI/FACNET), acquisition and administrative lead time reductions, performance based service contracts, commercial practices, integrated process/product teams, and partnering.

MEDCOM Consolidates Requirements

In the past, each Medical Treatment Facility (MTF) has either leased or purchased all of the equipment and chemicals required for the conduct of various types of chemistry tests. Recently, the South East Health Service Support Area has changed its way of doing business and awarded a consolidated service contract for use by each of its nine MTFs. As the result, the average cost for each test performed (based on cost per reportable), has been reduced by 87 percent (from 97 cents to 13 cents). MEDCOM estimates annual savings of $4.3 million over the life cycle of the new contract.

Multiyear Contracting

We can no longer afford to individually "re-invent the wheel" each time we have a contracting requirement. With our dwindling budget and subsequent drawdowns, we must employ smart contracting methods and practices. More multiyear or multiple years with options that combine like requirements is one such method. However, the operative word here is "smart." Bundling of requirements that are not alike may well lead to higher costs and/or less efficiency in some requirement areas. Also, we must not forget about other factors such as socioeconomic responsibilities. When combining requirements into a multiyear contract leads to diminished opportunities for small and disadvantaged businesses, strong goals for subcontracting to these businesses must be incorporated into any resultant solicitation and contract. In his Memorandum For Acquisition Community, dated March 18, 1996, the deputy assistant secretary of the Army (procurement) clarified the Army policy on contract offloading. Teaming with other Army commands or other Services within a region or local area to combine like requirements may well be beneficial to all concerned. If one command or Service has a strong area or a successful contract for a requirement that can be shared, contracting work can be divided between the activities. This will take cooperation on the part of all concerned to ensure that each Service's requirement is fully supported. We need to employ economically advantageous methods in contracting that do not take away from quality and that may well improve quality when employing best commercial practices. If you have a good idea for smart contracting, please share it with us.

TACOM/UDLP Acquisition Task Force

The U.S. Army Tank-automotive and Armaments Command (TACOM), and the Offices of the Program Executive Officer—Field Artillery Systems and Program Executive Officer—Armored Systems Modernization, have joined together and worked with the United Defense Limited Partnership (UDLP) to achieve common quality processes at its facilities in Pennsylvania, Alabama, California, and South Carolina. This partnering effort has expanded from achieving common quality processes to achieving single process initiatives through partnership councils established for each initiative. For example, the Quality Partnership Council—the oldest of the councils—has fostered 13 individual teams, eight of which have final proposals in process with preliminary savings/cost avoidance estimated at $8 million. Other council achievements include time savings in various areas.

TRADOC Reviews Requirements

The U.S. Army Training and Doctrine Command (TRADOC) scrubbed all existing contracts and pending solicitations to perform a detailed review of all requirements in order to identify any that overstate minimal needs. Focusing primarily on contracts over $100,000, TRADOC identified requirements which could be reduced or eliminated entirely, resulting in future cost savings and avoidances estimated at $19.3 million. These funds have been shifted to other operational needs.

Morse Named Contracting FCR

The assistant secretary of the Army (research, development and acquisition) recently named Estherlene S. Morse the Functional Chief's Representative (FCR) for the Contracting and Acquisition Career Field (CP-14). The FCR oversees and develops policy for training, education and career management. Morse is currently on the staff of the Office of the Deputy Assistant Secretary (Procurement) and serves as the Deputy for the Defense Acquisition Regulations Council, where she represents the Army in promulgating new and revised contracting and acquisition policy for incorporation in the Federal Acquisition Regulation (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS).

Morse entered government service as an Army intern, completing mandatory training and rotational assignments with distinction. In 1995 she joined the Office of the ASA(RDA), assuming responsibility for developing Army contracting policies for worldwide contracting activities. She authored the Army's implementing guidance to launch the Credit Card Program, which has become one of the Army's great success stories. She also authored the Army's guidance on unsolicited proposals.

A 1990 recipient of the Army's Competition in Contracting Award, Morse is a 1992 graduate of the Program Management Course at the Defense Systems Management college (DSMC) and a 1995 graduate of the Industrial College of the Armed Forces (ICAF). She holds a B.S. degree in business and an M.S. degree in national resource strategy. Morse also completed the Senior Acquisition Course while attending ICAF, conducting research on Singapore's Acquisition Process and served on the Army's first accession board to bring professionals into the Army Acquisition Corps. She has achieved Level III certification in contracting and program management. She has held numerous offices in the National Contract Management Association (NCMA), is currently the Mid-Atlantic Regional Employment Chair and is an NCMA Fellow.

Morse is a "people person," a very desirable asset for the FCR position. Her strategic vision and initiatives for CP-14 will contribute to producing the caliber of dynamic contracting and acquisition leaders and managers to meet the challenges of the 21st century. Please feel free to contact Esther Morse by e-mail at morsee@sarda.army.mil or telephone at DSN 225-3039, commercial (703)695-3039 or fax (703)614-9505.

ARMY RD&A WRITER'S GUIDELINES

About Army RD&A

Army RD&A is a bimonthly professional development magazine published by the Office of the Assistant Secretary of the Army (Research, Development and Acquisition). The address for the editorial office is: DEPARTMENT OF THE ARMY, ARMY RDA, 9900 BELVOIR RD SUITE 101, FT BELVOIR VA 22060-5567. Phone numbers are: Commercial (703)805-4215/4216/4046 or DSN 655-4215/4216/4046. Datafax: (703)805-4218 or DSN 655-4218. E-mail addresses for the editorial staff are as follows:

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Purpose

To instruct members of the RD&A community relative to RD&A processes, procedures, techniques and management philosophy and to disseminate other information pertinent to the professional development of the RD&A community.

Subject Matter

Subjects of articles may include, but are not restricted to, policy guidance, program accomplishments, state-of-the-art technology/systems developments, career development information, and management philosophy/techniques. Acronyms should be kept to a minimum and, when used, be defined on first reference. Articles with footnotes are not accepted.

Length of Articles

Articles should be approximately 1,500 to 1,600 words in length. This equates to 8-9 double-spaced typed pages, using a 20-line page.

Photos

Include any photographs or illustrations which complement the article. Black and white is preferred, but color is acceptable. Graphics may be submitted in paper format, or on a 3 1/2-inch disk in powerpoint, but must be black and white only, with no shading, screens or tints. We cannot promise to use all photos or illustrations, and they are normally not returned unless requested.

Biographical Sketch

Include a short biographical sketch of the author/s. This should include the author's educational background and current position.

Clearance

All articles must be cleared by the author's security/OPSEC office and public affairs office prior to submission. The cover letter accompanying the article must state that these clearances have been obtained and that the article has command approval for open publication.

Submission Dates

Issue	*Author's Deadline*
January-February	23 October
March-April	23 December
May-June	23 February
July-August	23 April
September-October	23 June
November-December	23 August

Authors should include their address and office phone number (DSN and commercial) with all submissions. **In addition to providing a printed copy, authors should submit articles on a 3 1/2-inch disk in ASCII format, or MS Word.** Articles may also be sent via e-mail to: bleicheh@aim.belvoir.army.mil

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